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ABSTRACT

Providing both state-level and individual college data, this two-part report examines the effects of revenue shortfalls on the California Community Colleges during the state's economic recession in the early 1990's and reviews strategies employed to cope with the shortfalls. The first part examines the effect of the recession on the community college system in general, covering the following time periods: (1) the pre-recession period from 1990-91, indicating that the system experienced a 9% growth in revenue, the per unit fee remained stable at $5, and faculty salaries increased 7.4%; (2) the first year of the recession from 1991-92, indicating that there was a 1.2% decrease in revenues and a 41% increase in unfunded, full-time equivalent students since colleges chose not to cut services; (3) the second year of recession from 1992-93, highlighting a per unit fee increase from $6 to $50 for bachelor degree holders and the resulting enrollment decrease; and (4) the third year of recession from 1993-94, focusing on a general per unit fee increase from $10 to $13, a decrease in fall 1993 headcount enrollments by 124,000 from fall 1992, and the system's inability to rehire or fill the positions of 3% of the part-time and 4% of the full-time faculty posts. The second part, the bulk of the report, describes specific strategies used by each of the system's 71 districts and 106 colleges to cope with fiscal limits. (TGI)

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The California Community Colleges in an Era of Fiscal Limits

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November 1995

Chancellor's Office
California Community Colleges

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The California Community Colleges in an Era of Fiscal Limits

November 1995

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Preface

This report examines how California Community Colleges coped with revenue shortfalls during California's economic recession in the early 1990's. These effects are analyzed from two prospectives: *The Impact of the California Economic Recession on California Community Colleges, 1990 through 1994—Part A*, is at the macro-level where Chancellor's Office Management Information Systems (COMIS) and other state level information is used to document systemwide changes in total revenues, headcount enrollments, course offerings, and staffing levels; *How Colleges Are Coping—Part B*, is at the micro-level where Board of Trustees minutes, media reports, and interviews are reviewed to determine specific actions taken by each of California's 71 districts and 106 colleges. The time frame for this analysis is from 1990-91, the year immediately preceding the economic downturn, to 1993-94, the latest year for which systemwide information is available.

The response of each of California's 71 districts and 106 community colleges to the economic recession was mixed. From the anecdotal information found in *How Colleges Are Coping*, cost cutting and downsizing was a response common to virtually every district as a reaction to shrinking revenues. However, the timing and types of responses varied by district depending upon such factors as: levels of reserves for meeting fiscal contingencies, liabilities, specific contractual obligations and human resource commitments (bound by agreements for salary and benefits levels), breath and scope of curriculum offered, and the socio-economics of the communities served.

The analysis in Part A of this report was conducted within the Chancellor's Office Policy Analysis and Development Division by Leonard Shymoniak of the Accountability Unit. We wish to thank MIS for making the data available, Adria Sanders from Documents and Publications for the many drafts this document has seen, and Joe Newmyer, Vice Chancellor for Fiscal Policy, for his insight and contributions in support of our research. We are indebted to Kim Huggett, Director of Public Information and Marketing for the Chabot-Las Positas Community College District, for Part B of this report. It is a compendium of the *How Colleges Are Coping* items collected by Kim Huggett from news accounts, board minutes, correspondence, conference presentations, and interviews since 1990. His source is noted at the end of each entry. Because these reports were provided voluntarily through the college's information officer, not all colleges reported at all times. Rather, Part B is a reflection of the uniqueness of each college's circumstance and approach to the fiscal limits.

We invite your review of this collection and hope that it brings some perspective to the tremendous challenges faced by the California Community Colleges in a time of unprecedented fiscal limitations. Please address questions and comments on this report to either Kim Huggett at (510) 460-5343 or Leonard Shymoniak at (916) 327-5884.

Judy Walters, Vice Chancellor
Policy Analysis and Development Division

Executive Summary

The Chancellor's Office enrollment projections model estimated that full-time equivalent students (FTES) would increase by 49,400 (5%) in 1993 over the 1991 level of 947,832. This projection was based on the assumption that community colleges would receive statutory levels of funding for cost of living adjustments (COLA) and growth and student fees would not increase. This projected enrollment growth was attributed to 244,000 more unemployed persons in California and 815,000 more adults as part of normal population growth. Instead actual FTES in California's community colleges declined by 52,300 (6%) in this time period. The loss of headcount enrollment was brought about by increased fees, which quadrupled for most students and increased nearly twelve-fold for bachelor's or higher degree-holder students.

Compounding the problem of revenue decline from State General Fund sources was the shortfall in property tax revenues, on which community colleges depend for the majority of funding. Projecting property tax revenue for purposes of the statutory formula proved difficult and inaccurate. Between 1991 and 1994 the property tax shortfall totaled $322 million, of which only $104 million was later backfilled. This $218 million unexpected decline in local revenues further hampered community colleges from meeting the projected enrollment demand. Real revenues (adjusted for inflation) declined by 16 percent between 1990 and 1994. Without the statutory COLA and growth funding and the shortfall in property taxes, the level of services had to be reduced.

Cutting services meant reducing staffing levels. The number of part-time faculty was cut by 3,700 (12%) between 1990 and 1994. The number of full-time faculty was cut by about 640 (4%), mostly through attrition, retirement incentives, and by holding positions vacant. Colleges also restructured administration by eliminating 168 positions (9%). The cutbacks in faculty resulted in considerable shrinkage of the curriculum. Over 9,000 (6%) course sections were eliminated, mostly by consolidating multi-section courses and increasing class size. Total weekly faculty contact hours (WFCH) declined by 26,000 (6%), or the equivalent of 1,700 FTE faculty. Some of the workload from faculty reductions was shifted to overload instruction by full-time faculty who took on more assignments for extra pay.

Another major budget balancing measure used by most districts was the salary freeze. California's consumer price index (CPI) grew by an average of 2.9 percent between 1991 and 1993; however, the mean COLA bargained collectively and granted full-time faculty statewide averaged 1.3 percent per year. In 1992 and 1993 more than half of all districts statewide settled collective bargaining agreements for a zero COLA. While nominal average salaries for full-time faculty increased by 6.2 percent between 1990 and 1994, real (inflation adjusted) salaries actually declined by 1.4 percent.

Media reports and minutes of district board meetings indicated other cost savings methods including reductions in travel, mailing fewer catalogs, delaying equipment purchases, deferring maintenance of facilities, contracting for services, and reducing the hours of access to libraries or facilities, among other approaches. Revenue generating measures included raising funds though donations, shifting profits from ancillary operations, leasing vacant property, recruiting foreign students and other measures.

The Impact of the California Economic Recession on California Community Colleges, 1990 through 1994

Part A

The Impact of the California Economic Recession on California Community Colleges, 1990 through 1994

Although the level of service community colleges can provide is dependent upon any number of conditions and circumstances, the Chancellor's Office enrollment projection model indicates that four variables are critical. These four variables, which together explain about 92 percent of the variance in enrollment levels (measured by full-time equivalent students–FTES) include:

1. *Revenues:* the dollar value of resources available from all sources to hire instructors and provide support services.

2. *Adult Population:* the number of persons 18 years or older—the client pool for educational services.

3. *Student Fees:* the fee per credit unit individual students are required to pay.

4. *Unemployed Persons:* the number of persons who are unemployed. (This client pool needs training and retraining services—a function central to the statutory mission of community colleges.)

Changes in these four critical variables for the first half of the 1990s are illustrated in figures 2 through 5 (pps 7-9). These figures provide the framework for the analysis and should be referred to frequently in the discussions which follow.

Projected demand (based on the Chancellor's Office enrollment projection model) and actual FTES levels for fiscal years 1991-92 through 1994-95 is shown in figure 1 (page 7). The model estimated enrollment demand on the assumptions that California's Community Colleges would have received statutory cost of living adjustments (COLA) and growth beyond 1990-91 and that student fees would not increase beyond the 1990-91 levels. The projection indicated that enrollment would have increased every year due to mild population growth and sharp rises in unemployment. However, revenue shortfalls and increases in student fees more than offset the projected growth, resulting in a net decrease in enrollment levels. Figure 1 shows that demand exceeded actual FTES in all years after 1991-92, with the cumulative unmet demand amounting to more then 264,000 FTES. In fiscal year 1994-95, more than one-tenth of FTES demand was unmet.

Although student fee increases contributed to the enrollment loss, the Chancellor's Office enrollment projection model shows that the largest impact is attributable to the loss in revenues. In 1993-94, California community colleges received $1.22 from local property taxes for every $1.00 from State General Fund. During the period of economic recession the rate of growth in property tax revenue slowed considerably. Projecting property tax revenues under the statutory formula proved to be extremely difficult and inaccurate. Between 1991 and 1994 the cumulative property tax shortfall for community colleges amounted to $322 million of which only $104 million was later reduced by backfill. This left the community colleges with a net shortfall of $218 million at a time when State General Fund revenues were depressed (see Figure 4b, page 9). The compounded effect of decreased state general funds, on top of the $218 million shortfall in property taxes, placed unprecedented challenges on the ability of community colleges to respond to the growing demand for educational services caused by sharply rising unemployment.

The following discussion looks at each fiscal year period in sequence to examine how the Community Colleges statewide coped in light of external forces associated with the revenue shortfalls, student fee increases, growing unemployment, and other pressures.

Pre-Recession Period (1990-91)

With the exception of a one-time, seven percent revenue decline in 1978 when Proposition 13 was passed, California Community Colleges experienced four decades of uninterrupted revenue growth. In 1990-91, total revenues grew statewide by nine percent. The number of unemployed Californians increased sharply by 19 percent (Figure 2). The Community Colleges were able to accommodate the growing demand for job training and retraining services. Student access was relatively unrestricted since the $5 per unit fee with a ten-unit per semester ceiling remained unchanged since 1984 (Figure 5). California's college age population grew at about 400,000 people per year (half from immigration and half from natural growth), placing additional demands for instructional services (Figure 3).

Community colleges responded to the growing demand by offering approximately 144,500 course sections and enrolling 1,505,400 students (Figures 6 and 7, page 10). Faculty salaries increased in 1990-91 by 7.4 percent. Total staffing levels for the Community Colleges approached 73,000 employees, of which 30,400 were part-time instructors (Figure 9, page 11). In terms of funding, the 1990-91 year was considered a good year. The Community Colleges received the statutory formula levels for population growth, COLA, plus $70 million to implement Phase I of AB 1725.

First Year of Recession (1991-92)

In July 1991, after a prolonged impasse by the Legislature, a budget agreement was reached which cut community college total revenues by $34 million, or 1.2 percent (Figure 4a). Demand for instructional services was strong with 270,000 more Californians joining the ranks of the unemployed (Figure 2). California's adult population growth rate slowed to 1.7 percent with continued pressures for instructional services for new immigrants and recent high school graduates (Figure 3). Unwilling to cut services to the unemployed and the growing college age population, colleges continued to provide instructional services even though no additional funding was available. Consequently, in 1991-92, the actual level of unfunded FTES increased by 41 percent to a 61,341 peak (Figure 8, page 11). Unduplicated headcount enrollment also peaked in the fall of 1991 at the historic high of 1,515,300, a 0.6 percent increase (Figure 7).

Despite the revenue cutback, community colleges statewide created about 200 new, full-time faculty positions (Figure 9), largely funded by two installments of program improvement funds during the two preceding years.

Virtually every community college district had to deal with a budget that was underfunded and out of balance. Although specific action to balance the budget varied by districts, the most frequent decisions included:

1. Cutting low enrollment course sections. About 3,500 course sections were cut and about 2,400 part-time faculty were not rehired due in part to the replacement of part-time faculty with full-time faculty as required under AB 1725 (see Figures 6 and 9). The net result of cutting classes with small enrollment was an increase in the average class size statewide. Likewise, the average expenditure per FTES declined, indicating improved efficiency. The 10,000 added student enrollment in fiscal year 1991-92 was accommodated largely by increasing class size and cutting costs in educational support since no growth funding was available.

2. Spending down reserves to offer high demand classes in mathematics, science, liberal arts, basic skills, and ESL. Meeting the student demand for instructional services was often reaffirmed as a top priority by district boards of trustees (Part B).

3. Freezing salary levels for faculty, administrators, and classified staff or re-negotiating to link salary changes to changes in district revenue sources. In 1991-92, a third of district collective bargaining agreements with faculty settled at the zero COLA level (Figure 12b, page 14). Actual statewide average salaries for full-time faculty increased by $1,400. This increase was mostly attributed to merit/longevity increases and fulfillment of multi-year contracts. Since salaries and benefits comprise 85 percent of total budgets, any savings in salary expense significantly improved budget savings (Figure 11, page 13).

4. Reviewing operational procedures to obtain greater efficiency such as:
    a. Developing procedures for reducing costs of supplies, equipment, and employee travel, and,
    b. Finding alternative ways for printing and distributing catalogs and schedules for class offerings (Part B).

5. Eliminating or reducing the scope of course offerings during the summer session. This alternative was frequently used by districts with low reserves and large levels of unfunded FTES. Because summer session instruction is provided by part-time and overload instructors, changes were made without breaking contractual obligations and without significant resistance from employee associations or the community (Part B).

Second Year of Recession (1992-93)

The 1992-93 budget for community colleges provided for a minimal revenue increase of $55 million or 2 percent (Figure 4). The number of unemployed Californians peaked during this year at 1,432,000 persons while total adult population in the state increased by 302,000 or 1.6 percent (Figures 2 and 3). There was no change in student fee levels until the Spring 1993 term. Students holding a bachelor's degree or higher were subject to a per unit fee increase from $6 to $50 (Figure 5). About 49,000 of the 120,000 students holding bachelor or higher degrees did not enroll. The non-degree students had a lesser fee increase from $6 to $10 per unit, plus the removal of the ten-unit per semester cap. The result of these policy changes nearly doubled fee levels for the non-degree student and increased fees twelve-fold for bachelor or higher degree holders.

The natural increase in adult population and the historic high number of unemployed persons in fiscal year 1992-93 significantly increased demand for community college instructional services. However, in the second half of the fiscal year, this increased demand was offset by a drop in enrollment brought about by the substantial student fee increases and the lack of financial resources to support prior levels of curricular offerings.

Colleges that anticipated the enrollment drop of bachelor or higher degree students, eliminated from the curriculum many courses taken by this group of students. Other courses were dropped early in the Spring 1993 semester when minimum course enrollment levels were not attained. Average class-size statewide declined because enrollment decreased at a higher rate than the rate at which sections were dropped.

The legislative intent in increasing fees on bachelor or higher degree holders was to provide more openings for other enrollment. Instead, the loss of students with bachelor or higher degrees caused many classes not to attain a minimum required class-size and in some cases to be eliminated. This unintended outcome not only reduced access for some students, but also increased the instructional cost per FTES. Compared to the prior fiscal year, the 1992-93 year ended in unfunded FTES being reduced by 20,000.

Although data are not available on the exact levels of cuts during Spring 1993, the drops in enrollment suggest the following responses: cuts in course offerings, reduced hiring of part-time faculty, restructuring of executive level positions, implementation of retirement incentives for all employees, and a shift to higher levels of overload instruction for full-time faculty for extra pay. Other efforts to balance the budget were made by freezing salary levels and granting zero COLA in collective bargaining agreements. Nearly two-thirds of the districts that reached collective bargaining agreements with full-time faculty settled at the zero COLA level (Figures 12a and 12b, pps 13-14).

Third Year of Recession (1993-94)

With the third consecutive year of revenue shortfall and another fee increase from $10-$13 per unit for most students, local trustees and community college administrators realized that cuts in the levels of instructional services provided could not be postponed any longer.

Fall 1993 headcount enrollments fell by 124,000 over the Fall 1992 term. Many courses taken by the bachelor or higher degree students were eliminated. Other courses with multi-sections were consolidated and the number of course sections reduced. Fall 1993 staffing data showed that 933 (3 percent) part-time faculty were not re-hired, and 691 (4 percent) full-time faculty vacant positions were not refilled (Figure 9). Actual course section counts in Fall 1993 were reduced by 4,600 (3 percent) to a four-year low of 135,400 (Figure 6). Average salaries of full-time faculty grew only 1.2 percent overall (for COLA, merit awards, and experience differentials) (Figure 11). Similar to the 1992-93 experience, 62 percent of collective bargaining settlements were at the zero level (Figure 12b). Actual unfunded FTES was reduced by another 10,000 in 1993-94.

Summary

Roughly, 85 percent of a typical community college budget relates to staffing and benefits expenditures. It follows that significant budgetary savings could not be achieved without either reducing staffing levels, or holding down salary costs, or both. Much of the budgetary savings made by the Community Colleges during the three recession years starting in 1991-92 were achieved by this method. Actual information on staffing levels and media reports of district board actions documented in Part B point to a variety of practices: Holding positions vacant, providing retirement incentives, filling critical positions with replacements at the low end of the salary schedule, consolidating administrative positions, requiring a fixed number of furlough days, salary freezes, and other actions. The practice of not granting COLA adjustments was commonplace for most colleges over each of the three years in question. Any increases in average salaries were generally attributable to automatic adjustments for merit, experience, or training advancements.

For classified staff, the use of overtime pay was restricted by many districts as a means of reducing salaries expense. For certificated staff (especially full-time faculty), the use of overtime pay (in the form of overload for extra pay) actually increased. Districts found it less expensive to use overload instruction to backfill positions vacated by retirees. Most of the cuts among faculty occurred among part-time instructors who are not tenured and generally have minimal re-employment rights.

Reducing the level of services provided or limiting access times were other cost-cutting approaches. Examples included reducing library hours on weekends, restricting the use of the swimming pool to fewer hours per week, closing campus facilities on Fridays during the summer, and reducing the length of the summer session.

Districts also cut expenditures by reducing or restricting numerous operations. Included were reductions in travel, elimination of certain memberships and associated fees, cutting advertising (mostly by reducing mailing lists for distribution of college catalogs), reducing instructional supplies, delaying equipment purchases and upgrades, and deferring maintenance and renovation on campus buildings. Several colleges reassigned or terminated maintenance staff and contracted for the service from a private vendor.

Generating more revenue was another approach used to balance community college budgets. Common measures included:

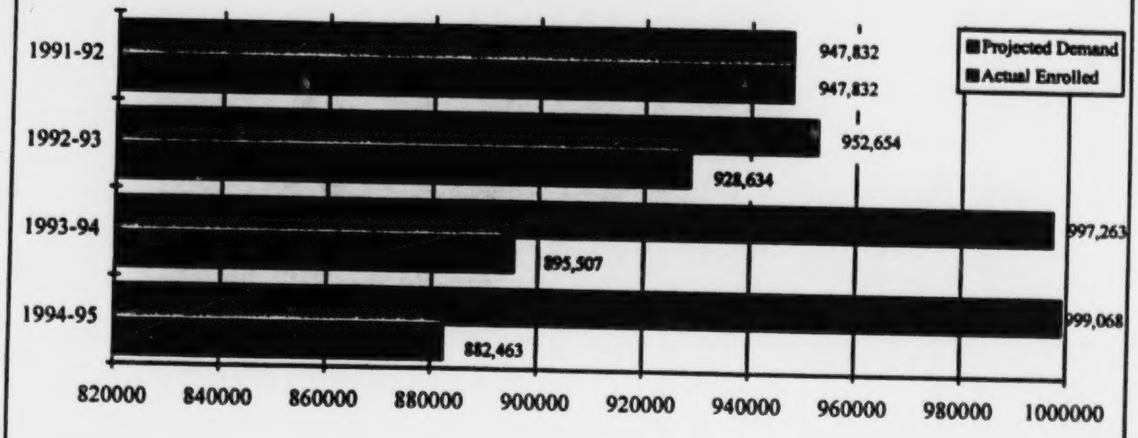
1. *Raising Funds Through Donations:* Efforts were made to heighten public awareness of budget problems through the media and other public forums. Campus staff members donated their time to fund raising activities, often coordinated by the college foundation. Private sector funding or gifts of equipment were actively pursued.

2. *Donations to College Operations from the Student Bookstores or Cafeteria Funds:* In at least two districts, students voted to shift profits from these ancillary operations so that the college curriculum could be maintained.

3. *Financial Gain from Unused Assets:* As many as five districts established golf driving ranges on unused facilities to generate income from community participants. Other colleges leased or sold vacant college land for development of commercial enterprises. Proceeds from these enterprises were dedicated to college operations.

4. *Recruiting Foreign Students:* Non-resident tuition paid by foreign students helped supplement limited resources needed to maintain existing academic programs.

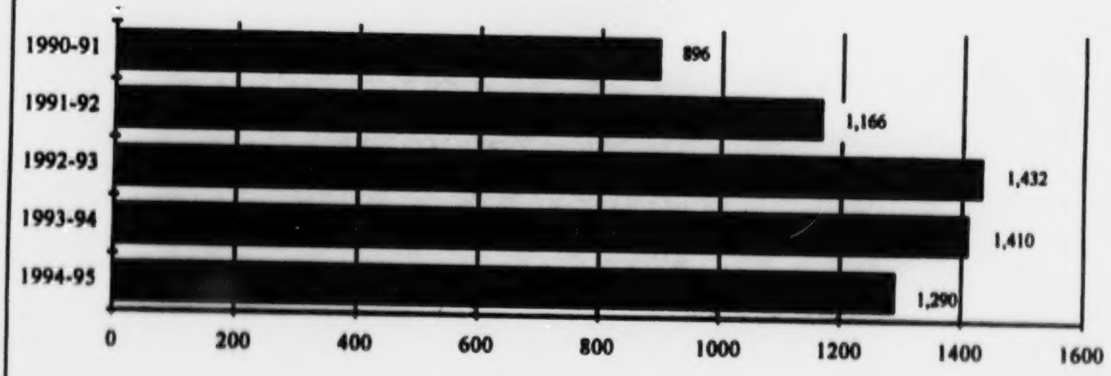
Figure 1
California Community College Full-time Equivalent Student
Projected Demand and Actual Enrolled



FTES demand is estimated enrollment assuming that CCCs would have received statutory COLA and growth funding beyond 1990-91 and that student fees would not increase beyond the 1990-91 levels.

Source: 1993 Report on Fee Impact, Table H-1

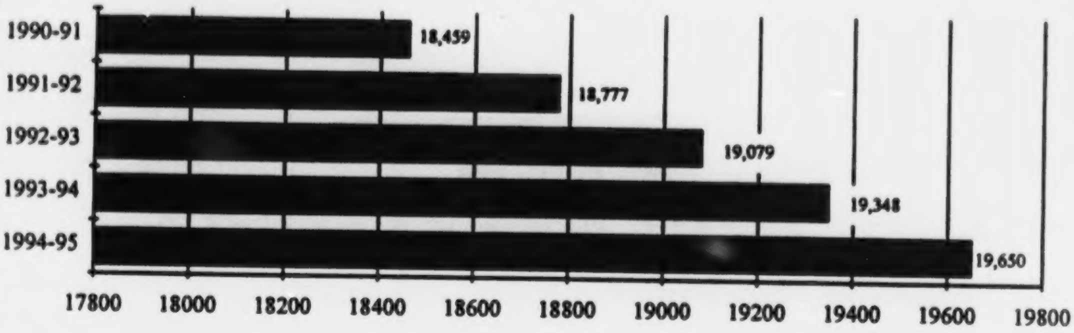
Figure 2
Numbers of Persons Unemployed in California
as of September of Fiscal Year
(in thousands)



The number of unemployed persons increased rapidly, peaking in 1992-93 and remaining at high levels through 1994-95. This job displacement placed growing demands on community colleges for job training and retraining services. The Chancellor's Office *Fee Impact Study* (1993) estimated that a 1.0 percent increase in the number of unemployed resulted in a 0.2 percent increase in FTES, after all other factors were held constant.

Source: Employment Development Department, Labor Market Conditions in California

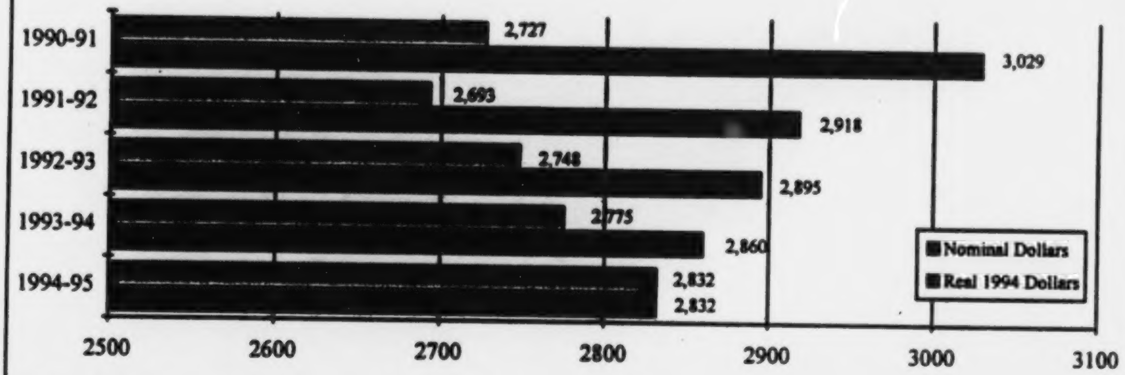
Figure 3
California Adult Population
(in thousands)



Although the rate of growth slowed after 1990, California's adult population continued to increase by 300,000 or more annually through 1995. The Chancellor's Office *Fee Impact Study* (1993) estimated that if revenue, and all other factors are held constaint then every 1.0 percent growth in adult population results in a .24 percent increase in FTES in community college enrollment.

Source: Demographic Unit, California Department of Finance

Figure 4a
Total Revenues for California Community Colleges
From Primary Sources*
(in thousands)

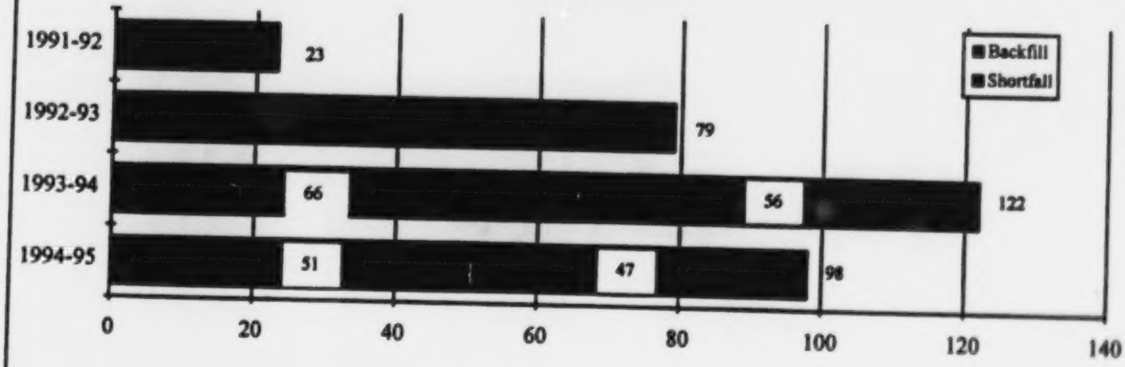


*Includes State General Fund, local property tax, State School Fund, student fees, and lottery.

After receiving a 9 percent revenue increase in 1990-91, the onset of California's recession in 1991-92 resulted in a $34 million (-1.2%) revenue decline. Real revenues (after adjustment for inflation) declined by 17 percent between 1990-91 and 1994-95.

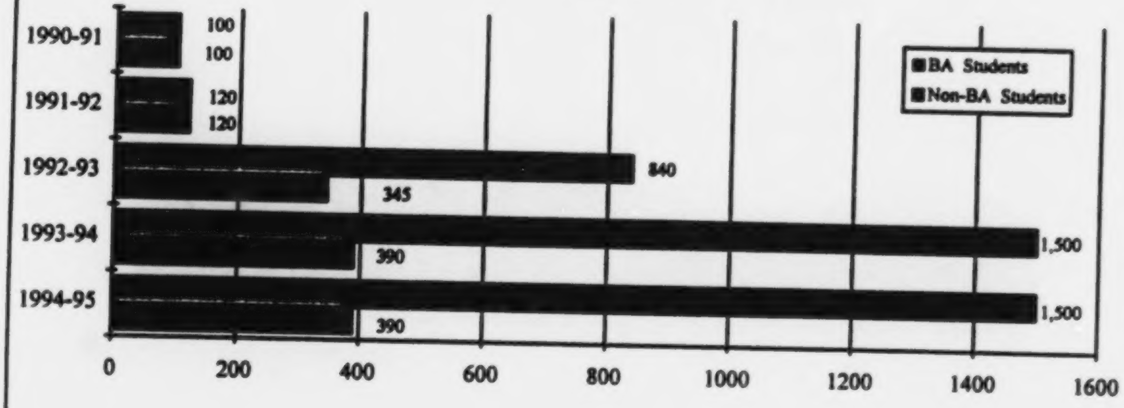
Source: California Postsecondary Education Commission, *Fiscal Profiles*, 1994

Figure 4b
Shortfall in Property Tax Revenues
for California Community Colleges
(in millions)



Between 1991 and 1994 California Community Colleges experienced $322 million in property tax shortfall, of which only $104 million was later reduced by backfill.

Figure 5
Annual Equivalent Student Fees for a Full-time Student Load
(in dollars)



After 1992-93, student fees increased rapidly for most Community College students when the Legislature increased the fee rate per unit and removed the cap on the number of units for which a fee could be charged. Fees for students holding a bachelor or higher degree rose sharply in Spring 1993 when the $50 per unit fee with no cap was legislated.

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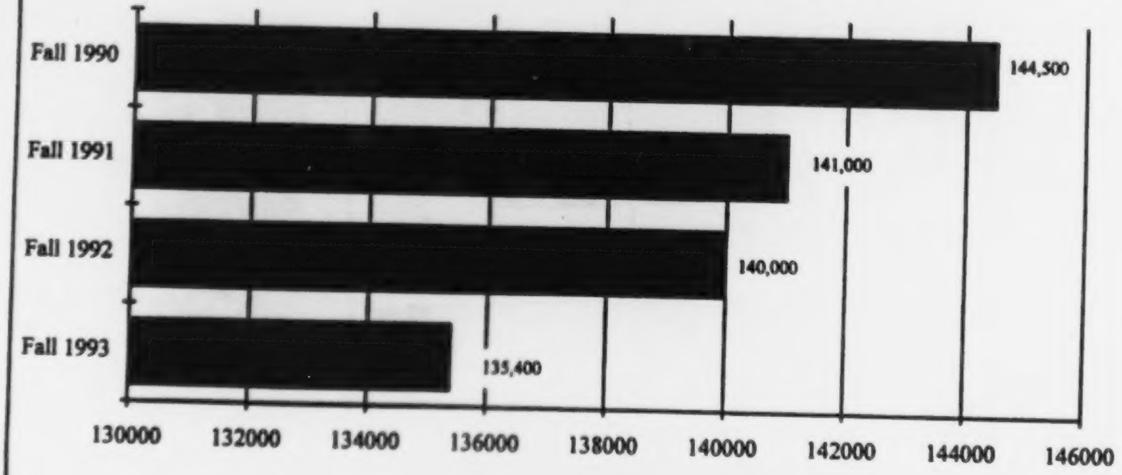
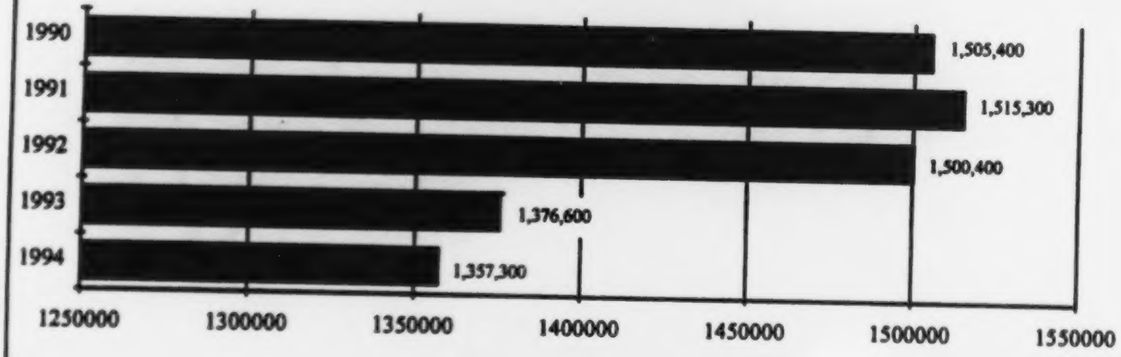
Figure 6
Course Sections Taught by California Community Colleges



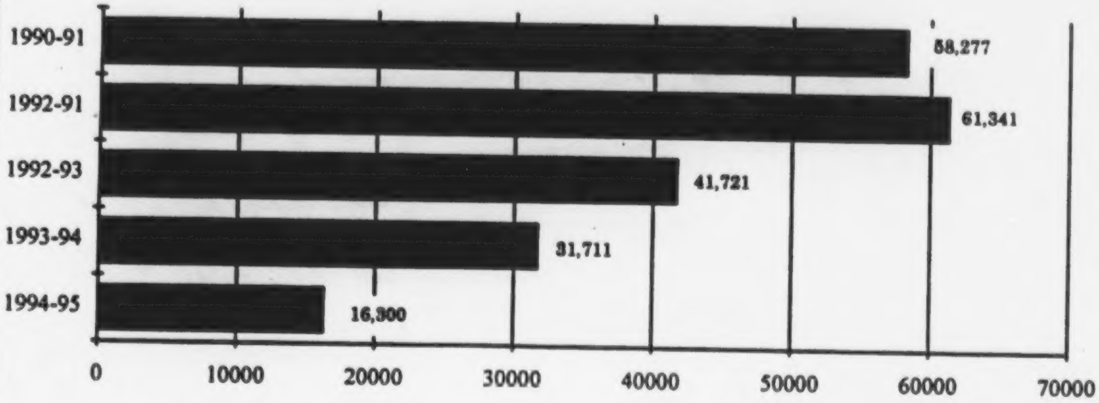
By Fall 1993, over 9,000 course sections were cut by Community Colleges statewide as cost savings measures, with most cuts occurring the first and third year of the economic downturn.

Figure 7
Fall Unduplicated Headcount Enrollment at
California's Community Colleges



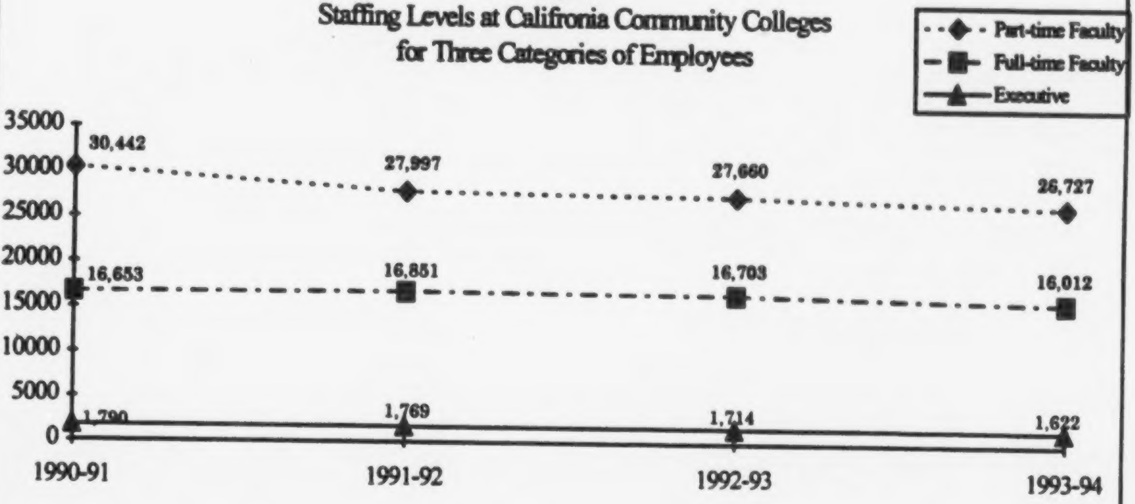
The all-time high Community College enrollment of 1,515,300 occurred in Fall 1991. Sharp student fee increases and revenue shortfalls, which contributed to major cuts in course sections, resulted in a decline of 158,000 (10.4%) students by Fall 1994.

Figure 8
Unfunded FTES at California Community Colleges



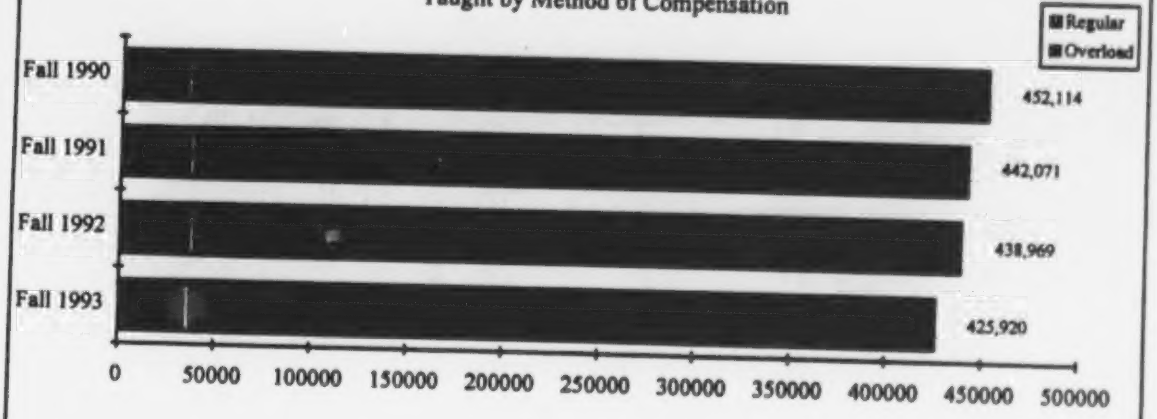
Unable to absorb the cost of carrying FTES for which no funding was received, Community Colleges statewide reduced FTES sharply by 45,041 by 1994-95.

Figure 9
Staffing Levels at Califronia Community Colleges
for Three Categories of Employees



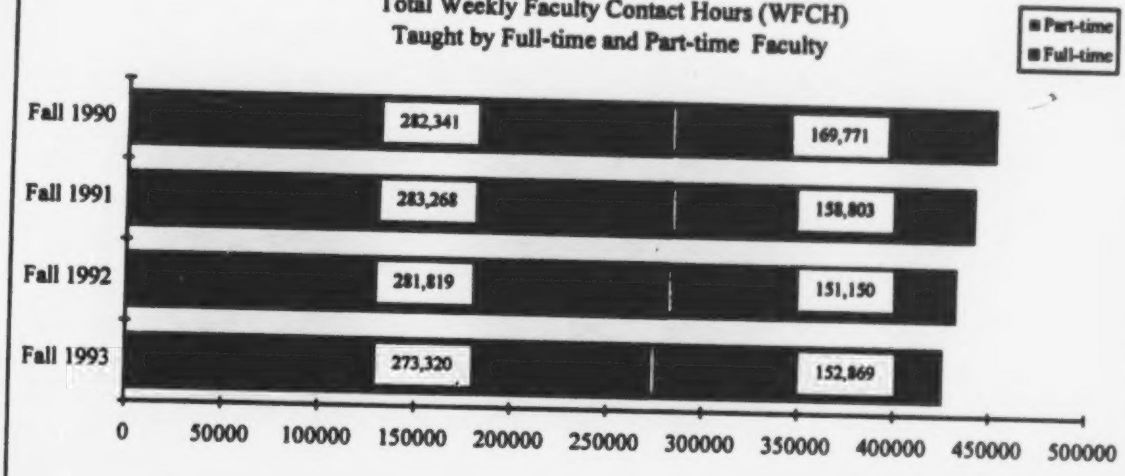
Part-time faculty experienced the highest level of cuts (-12.2%), followed by executive (-9.4%) and full-time faculty (-3.8%).

Figure 10a
Total Weekly Faculty Contract Hours (WFCH)
Taught by Method of Compensation



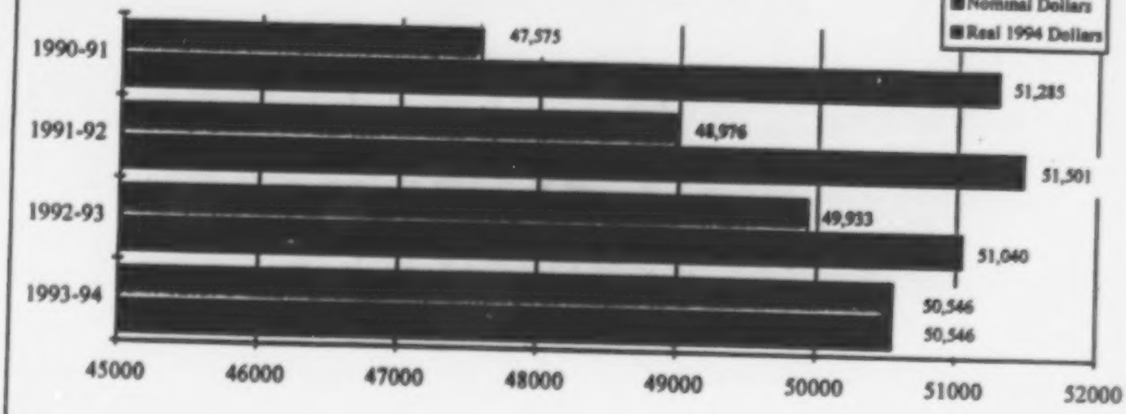
By Fall 1992, total WFCH taught declined by 25,924 (5.7%), or the equivalent of 1,700 FTE faculty. The proportion of WFCH taught on overlaod for extra pay increased by 0.6 percentage points.

Figure 10b
Total Weekly Faculty Contact Hours (WFCH)
Taught by Full-time and Part-time Faculty



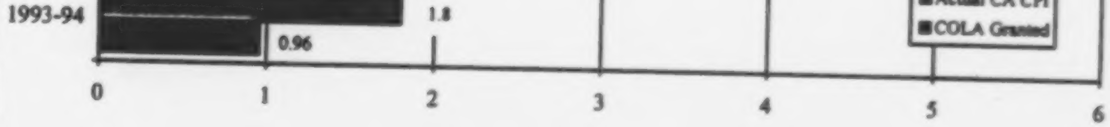
The proportion of WFCH taught by full-time faculty increased as districts did not rehire part-time faculty and reduced the number of classes taught by part-time faculty.

Figure 11
Annual Salary Levels for Full-time Faculty in California's Commuity Colleges, in Nominal and Real (1994) Dollars



While nominal average salaries for full-time faculty increased by 2.1 percent on average per year between 1990-91 and 1993-94 real (inflation adjusted) salaries declined by 0.5 percent on average per year.

Figure 12a
Mean Full-time Faculty Cost-of-Living Adjustments (COLA) Bargained Collectively



Mean COLA bargained collectively and granted community college full-time faculty totalled 4 percent while actual California consumer price index grew by 8.6 percent during the FY 1991-92 and FY 1993-94 period.

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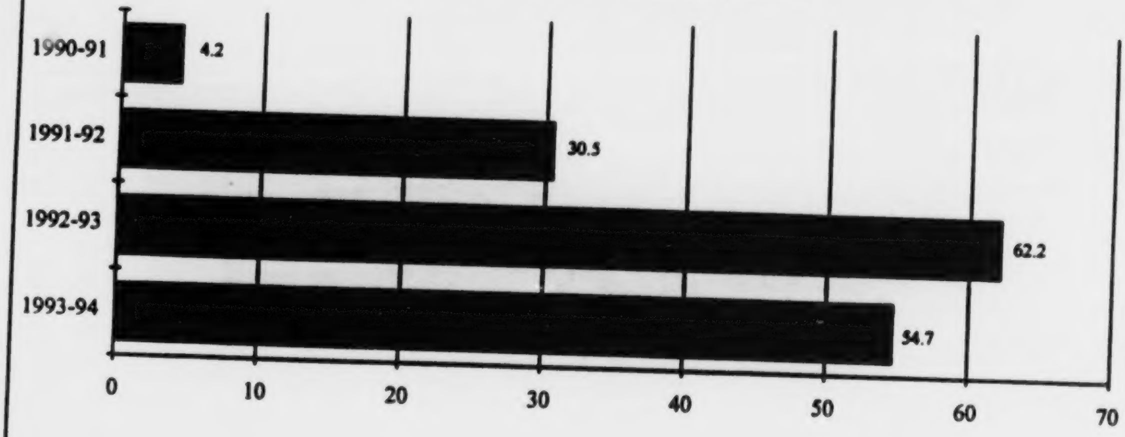
Figure 12b
Percent of All District's That Settled Faculty Salary Contracts for a Zero Cost-of-Living Adjustment



In FY 1992-93 and FY 1993-94 more than half of all districts settled collective bargaining agreements with full-time faculty for a zero COLA.

How Colleges Are Coping

Part B

Allan Hancock Joint CCD

Allan Hancock College

May 1991

Trying to offset a $1.5 million deficit, the trustees have terminated a 16–year-old contract with the local Vocational Training Center.

April 1992

Cut budget $694,000 this year. A hiring freeze, personnel reassignments, and a shift of eligible expenses into categorical program funding has brought the budget down to $22.7 million. The college has also reduced the number of class sections, cut equipment purchases, and reduced library acquisitions.

June 1992

No personnel cuts are projected, but hiring has been frozen. Summer classes have been cut by about one-quarter. Growth has been even, but is expected to take off next year because neighboring Cal Poly, SLO, is not enrolling new students in the next two quarters.

The 1992-93 tentative budget has been cut $2 million, after the $1.5 million cut made a year earlier. The $23.5 million budget was reached by cutting course sections and increasing class sizes. A volunteer staff furlough program may be studied. The amount of growth money has fallen by $225,000.

March 1993

The college foundation will be restructured, beginning with the hiring of a full-time executive director to lead fundraising efforts. The director will be paid through the foundation, using no state funds.

April 1993

The college must cut $500,000 from this year's budget due to a 2.8 percent projected shortfall in state property tax collections, and a $2 million reduction is expected next year. Savings will come from unspent funds in student worker accounts, facility rentals, canceled classes due to low enrollments, and lower-than-expected costs for the trustee elections. There has been a reduction in the district's contribution to PERS. There will be a savings on printing and postage by combining the credit and noncredit summer class schedules. The number of bachelor's degree holders dropped by half this semester, leading to a headcount decrease of 3 percent. An Advocacy Team has been developed to communicate information on the college's economic condition to business leaders and elected representatives. (Staff newsletter 3/23, staff interview)

May 1993

Downsizing the community education summer program will save the college in administrative costs, instructor salaries, and schedule printing. Courses will be limited to ESL, adult basic education, and classes for the disabled and those in nursing homes. The smaller noncredit schedule, usually mailed to 63,000 households, will be listed in the college summer credit schedule of classes. (News release 5/5)

September 1993

The college eliminated the use of color photography in class schedules and catalogs, and eliminated the reprographics manager position. Twenty-four positions will remain vacant and cuts have been made in student worker hours, supplies, classified and counseling hourly workers, library hours, the summer schedule and worker's compensation contributions. The Innovations Task Force made two dozen recommendations, including maintaining a hiring freeze to save $250,000, decreasing the budget reserve by 1 percent to free up $230,000, and reducing credit sections to save $200,000. About 50 staff members volunteered to register students for the summer and fall sessions. (Staff newsletter 6/15)

November 1993

Cafeteria and bookstore personnel are refining their operations in light of suggestions made by the Innovations Task Force to investigate contracting out these services. The bookstore manager has invited the national Association of College Stores to assess the operation and seek efficiencies. The task force is an ad hoc group that will probably become a subcommittee of the Planning Committee or the Restructuring Team. The Restructuring Team is a shared governance group which will be guided, in part, by elements of the book, "Re-engineering the Corporation," by Champy and Hammer. (Superintendent's newsletter 10/27)

March 1994

The president estimates that the Governor's Proposed Budget will mean an $800,000 deficit in the district budget. The budget now includes $450,000 to replace about half of the college's 36 unfilled positions, and another $100,000 contingency fund for supplies and equipment. The board approved a 2 percent across-the-board salary increase for managers, supervisors, and confidential staff. With adjustments in medical coverage, the total cost of adjustments is $26,000. (Staff newsletter 1/25)

The board ratified the first faculty contract in the history of the college. The three-year agreement calls for a 2.5 percent salary equity adjustment for all faculty, retroactive to July 1, 1993, followed by a 1.5 percent increase effective January 1, 1994. As a partial offset to the equity adjustment, the agreement eliminates the physical and eye examination benefit. Additional funds were made available when the college switched health care providers. The board voted to reinstate the golf team after accepting a donation of $4,175 from a community group. (Staff newsletter)

June 1994

With 36 unfilled positions, the trustees asked to be given a list of priority positions for full-time faculty members. A college committee reported that the three "most critical" vacant positions are in nursing, ESL and counseling. The board agreed to advertise for all three positions. The superintendent/president recommended to the trustees that the district save $70,000 annually by combining the positions of dean of academic affairs and resource development. Resource development would also be supported through stipends for clerical support for faculty grant-writers. The Restructuring Task Force is looking into other areas for consolidations. Spring credit enrollment is down 3.35 percent to 8,290 students, but FTES are down .3 percent. The board has approved a policy authorizing the use of non-teaching volunteer aides. The intent is to permit the use of volunteers without displacing classified employees. (College Newsletter 2/25, 3/24)

August 1994

The state will provide $1 million less in apportionment funding than anticipated this year; a 5 percent cut in the budget. Funds from unrestricted reserves will cover the loss, reducing the reserve level to 3.5 or 4 percent of the budget. (Staff newsletter 5/26)

October 1994

The Restructuring Task Force will focus on reviewing instruction and business services. The trustees have asked the committee to consider instructional positions, including the administrator for community education, and return with recommendations. Statewide 1994-95 property tax projections mean a shortfall of $499,502. At the end of late registration, 7,790 students had registered for classes—4,880 by mail. (*By The Way* staff newsletter, 9/2)

The Facilities Advisory Committee is developing an educational master plan that will drive facility planning. The Budget Advisory Committee is studying the assumptions for the 1995-96 budget. The proposed budget projects a 4.45 percent reserve level, with total income of $22.6 million. (*By The Way*, 9/30)

January 1995

The Board of Trustees ratified on November 22, 1994, a contract with the district's CSEA unit that calls for a 1.5 percent increase effective July 1, 1994. Equal distribution of residual health benefit fund monies was a part of the agreement. (*By The Way* staff newsletter 12/7)

A successful Hispanic student retention strategy for mathematics instructor Doris Shannon called for her to take a Spanish 101 course at the college this summer and use those new language skills in teaching two algebra courses. The students all put more effort into their work, asked questions and helped each other. (*By The Way* staff newsletter 9/30)

March 1995

The work of the Restructuring Task Force and its subcommittee, the Instructional Review Team, is now being evaluated by all college constituents. The task force will now identify priorities for review of processes that were singled out by the team and develop a review procedure. Academic deans and department heads have devised a way to streamline class schedule production. The college has hired an executive director for the foundation from Cabrillo College, where she saw assets go from $1.2 million to $3.3 million in her seven years. She expanded Cabrillo's foundation programs by 400 percent. (*By The Way* staff newsletter 1/31)

May 1995

According to the new faculty contract, effective July 1, 1994, the step schedule is adjusted and includes a salary increase of 1 percent. The faculty salary schedule is also increased 2 percent as of January 1, 1995. Eligible bargaining unit employees who retire at the end of the 1995-96 year will be offered a golden handshake. (Staff interview 5/25)

State budget projections indicate the deficit on apportionment funding is projected at 3.5 percent for this year. The district budget was originally developed anticipating a 1.91 percent deficit, so this projection reflects an additional loss of about $330,000. The Instructional Review Team has suggested retaining the current organizational structure with the same number of administrators, but with modification of responsibilities. (*By The Way* staff newsletter 3/9)

September 1995

The board approved salary increases for supervisory and confidential employees, management and associate faculty. The adjustments are as follows: effective January 1, 1995, the management salary schedule was increased 3 percent (a 1.5 percent increase for 1994-95); effective July 1, 1994, the supervisory/confidential salary schedule was increased 1 percent, and effective January 1, 1995, the current salary schedule was increased 2 percent (a 2 percent increase for 1994-95); effective summer session 1995, the associate faculty salary schedule was increased by 4 percent. In 1995-96, the district will complete a review of management team positions and bring recommendations to the board. This review will include a salary study. The foundation is pursuing a Title III Challenge

Grant, which would require a fundraising goal of $250,000 to meet the Federal government's $500,000 match. (*By The Way* staff newsletter 5/22)

The board has asked for more information regarding a proposal to assess a student fee to build a new student center or remodel the existing one. The fee would have to be approved by a two-thirds vote of the student population. (*By The Way* 8/7)

Antelope Valley CCD

Antelope Valley College

September 1991
$1.79 million in budget cutbacks means decreased spending in operating expenses and delays in buying equipment. There will be no late registration allowed during the first two weeks of classes. No new class sections will be opened.

April 1992
The student population grew to a record 11,072 during the spring semester despite a $1.5 million budget cut which has prevented the college from adding classes. The increase is 9.5 percent higher than for the same period last year. The budget cuts have come in equipment purchases, maintenance projects and travel and overtime expenses. Small enrollment courses have also been dropped.

June 1992
The cities of Lancaster and Palmdale have come up with $11,000 in order to lease a double portable building so that a the California State University extension program can remain on the AVC campus. Unemployment and cutbacks at universities are among the factors credited for filling 60 percent of summer classes before opening day.

January 1993
Cuts in the $21.5 million budget amount to $607,484 and include $53,000 worth of supplies, $30,000 in part-time hourly counseling services and $40,000 from the elimination of 20 course sections. Another $55,000 was saved by not mailing registration packets to about 10,000 students. The college saved $22,700 by removing night classes from the local high school and holding them on the college campus.

June 1993
The college expects to save to $40,000 in utility costs by offering summer session courses from Monday through Thursday and closing the campus Friday through Sunday. The staff will go to a four-day work week. Twenty courses were offered at off-campus sites this spring, but by next fall those courses will be offered at the college. Budget cuts include those in travel and staff development. (Staff interview 5/13)

September 1993
The $21 million budget includes cuts in student assistants, supplies, consultants, contracts, books, and programs. Vacancies will remain in seven instructor and two administrative positions. The college offered an early retirement package to classified employees and non-union staff members. The plan offers the option of taking $15,000 in cash or using that money to purchase a three-year insurance benefits package. Six faculty members applied for an early retirement package. That plan

offers a number of options, including $26,000 in four installments over the next four years. (*Antelope Valley Press* 6/15, 6/17)

November 1993

The college hired a consultant two years ago to find a donor for a second college site. He located the founder of Bushnell Binoculars, who is willing to donate 100 acres in the foothills south of Palmdale. The trustees have agreed to seek state approval for the site, which needs $3.1 million in utility and storm drain work. David Bushnell owns 600 acres in the vicinity and plans to develop the rest into low-density residential housing. The 125-acre Lancaster campus has about 11,000 students, with a capacity of 20,000, and the second campus would accommodate about 10,000 students. The consultant has identified donated sites for 16 community colleges. (*Los Angeles Daily News* 9/29)

March 1994

The new three-year faculty contract calls for no pay raise this year, but salaries can be renegotiated during the next two years. The college agreed to pay full benefits for full-time instructors, although part-time faculty are still not covered. The contract includes four months of unpaid family leave in a 24-month period, and teachers would be guaranteed their positions upon returning. The contract also dedicates for faculty use $35,000 the college saved by enacting a retirement incentive program last spring. Faculty members will be consulted on how it should be spent. (*Los Angeles Daily News* 12/16)

June 1994

The Board of Trustees has approved a plan to examine the college's ethnic student makeup and how to attract minority students. The plan includes the use of focus groups and open forums. Almost 7 percent of the college's student population is Asian/Pacific Islander while about 4 percent of the district's population is of the same background. African–Americans compose 5 percent of the community and 8.3 percent of the AVC student population. (*Antelope Valley Press* 2/16)

August 1994

The Board of Trustees approved a tentative budget of $21 million that, for the first-time ever, cuts course sections. A shortfall of $1 million in state funding meant that the district had to cut $210,000 to maintain a 3 percent reserve. AVC will continue to have 22 vacant positions, under a hiring freeze. When teachers retire, their positions will not be filled. (*Antelope Valley Press* 6/15)

October 1994

While no programs or departments have been closed down, there are about 20 positions that will not be replaced in the foreseeable future. When a division dean retired, the job was combined with another dean's position. When the admissions and records dean retired, the vice president of student services took over that job. (*CCLC The News* August-September)

January 1995

The college has received approval from the California Postsecondary Education Commission for a $52 million campus on 100 acres in Palmdale, for which there is no funding. The campus acreage was donated by a developer, who will make the property one part of a 540-acre project which will include 1,080 homes. (*Antelope Valley Press* 10/25)

Barstow CCD

Barstow College

March 1993
The nursing program was canceled on a 4–to–1 vote of the Board of Trustees to save $140,089 annually. Trustees must cut more than $1 million from this year's and next year's budgets. (*Desert Dispatch*, 2/17)

January 1995
The board has approved a budget which spends about $400,000 more than the school takes in and uses more than half of the district's reserve funds to cover the deficit. Operational cuts have included no overtime for classified personnel, no hourly employees, and reductions in travel, membership, and advertisement expenses. The 1994-95 budget has a reserve of just more than the state-mandated 3 percent. However a fiscal accountability specialist with the state Chancellor's Office has recommended having a 5 to 8 percent reserve to give the district time to turn the problem around. He said personnel cuts could be avoided if other steps, such as increasing class size, are taken. (Barstow *Desert Dispatch* 9/22)

May 1995
The foundation has assumed a number of roles beyond fund-raising, including the presence of members on the college budget committee and the planning commission. The organization is currently working to support computer upgrades, teaching supplies and scholarships. The foundation had a fund-raising golf tournament in March. (*Desert Dispatch* 3/14)

The Board of Trustees has approved construction of a five-acre campus desert demonstration park with an initial $20,000 donation from the local water agency. The project will require $250,000 to complete, with donations expected from local businesses. The trustees have agreed to accept proposals in June from businesses for operation of a $1 million joint-use child care and educational facility. One company has announced it would use the facility as a prototype for 21 other community colleges trying to fund similar projects (*Desert Dispatch* 3/22)

Butte CCD

Butte College

April 1992
Budget planning for 1992-93 anticipates a worse-case scenario which requires cuts of $1.2 million. Trustees have already cut off-campus auto body repair and painting courses as well as the Computer–Aided Drafting Academy, which had focused on serving disabled students. The cheer-leading program has been eliminated and no high school career day will be held this spring. The college has cut $1.6 million from its budget since 1990-91, with most reductions coming in supplies, travel, consultants and staff development.

June 1992
This year, Butte has had 722 unfunded FTE students. Alternative scheduling is underway, with more classes offered from 5-7 p.m. A study will examine creation of a weekend program. More resources are being devoted to contract education.

August 1992
The Board of Trustees has turned down a proposal to charge a $2 materials fee per class to offset costs of photocopying handouts for students. The fees could generate $100,000 annually. $1.2 million was cut from the budget, made possible by an early-retirement incentive program, vacation time without pay and elimination of the travel budget. Programs such as wrestling, auto body mechanics, and a class to help the emotionally ill have also been cut.

October 1992
$1.2 million was cut from the budget last year, followed by about another $400,000 this fall. Cost of staff benefits increased $700,000. Total cost of salaries, 75 percent of the budget, has been reduced by $356,000, since most of the administrators and faculty members who are taking early retirements will not be replaced. The equipment budget has been cut by $400,000. Parking and transportation fees for students have been doubled, by a vote of the students.

November 1993
New legislation permits beer sales during games at the college's athletic complex. The college will not be involved in the beer sales, which will be initiated if the community can arrange to bring a Class A California league baseball team to Chico. The president believes a professional baseball team will increase interest in the college and could be a source of leasing income. The ball field would need to be renovated to meet Class A requirements at an estimated cost of $1.7 million. The renovation would have to be covered by local entrepreneurs because county voters overwhelmingly defeated a taxpayer-subsidized stadium plan last November. (*Chico Enterprise Record* 8/21)

June 1994
The First Interstate Bank of California Foundation has donated $2,500 toward the building of an amphitheater on the campus. The $200,000 facility is being built with donated funds and materials, coordinated by the foundation. (*Enterprise Record* 12/26)

Enrollment is down 5.6 percent in the spring, but the FTES count is up 17 percent. The college has lost part-time students and university degree holders, but has replaced them with more UC- and CSU-eligible students seeking transfer courses. (*CCLC News* March/April)

The target for 1994-95 budget cuts is $1.8 million. The college has cut $4.2 million in the past three years. (*Enterprise Record* 2/9)

October 1994
College administrators are attempting to eliminate the electronics technology program, as was done at Cabrillo College last spring, in a budget-cutting move which would mean the layoff of two instructors. The issue has been appealed to an administrative law judge. The campus is facing $1.8 million worth of cuts for 1994-95. (*Chico Enterprise Record* 6/24)

The vice president of student services position was combined with the vice president of instruction. When the facilities manager retired, his responsibilities were given to the director of maintenance and operations. Whenever instructional deans retired or left, their positions were combined with another. Hours of operation have been reduced in the library, media services and tutorial services. (*CCLC The News* August-September)

Cabrillo CCD

Cabrillo College

September 1991
Projects $800,000 deficit in $30 million budget. May issue bonds to pay for new bookstore.

April 1992
Avoided layoffs by deferring maintenance.

June 1992
Headcount has hit an all-time high of 14,512, a 7 percent increase over the fall semester. Most significant is a 14 percent increase in Hispanic students. Departments squeezed the most are math, English, chemistry and other sciences. A contract has been approved between the district and the CFT for 1991-92 in which the faculty agreed to a one-time payment, equal to 1 percent of their salary, about $140,000.

August 1992
The college is bracing for more than 14,500 fall students, an increase over last fall when more than 3,000 names were on course waiting lists.

October 1992
Headcount increased by only 29 students, to 13,529, in the only district in the state where they are losing adult population. Staff also cite impacts of high unemployment, high cost of living, and economic impacts related to the earthquake.

January 1993
Has begun a preliminary voter survey and formed a campus committee to consider a facilities bond to help implement a $15 million master plan. Facilities expansion, remodeling and maintenance may be part of the bond issue. The college's $26.6 million budget will overshoot expected income by $665,000, which will be made up with money set aside two years ago in anticipation of declining state funds. It is the second year in a row that Cabrillo has used reserve funds to make up a deficit. All departments were asked to trim 3 percent from their budgets to create a reserve fund which can be used next year. Most of the $650,000 savings is coming from leaving vacant positions unfilled and by cutting supply budgets, assistants' hours and course sections.

March 1993
A planning committee is looking into the possibility of bringing a bond issue to the ballot in 1994. This year's $30 million budget was balanced with one-time funds, which will not be available next year. All divisions have developed budget alternatives cutting both 3 percent and 5 percent. The unpaid Board of Trustees voted 5–to–2 to reject a proposed salary and benefits package. Headcount dropped 12.6 percent in the spring semester, compared to the previous spring.

Proposals to the Budget Advisory Committee include 8 percent cuts in the president's office and business services units, and a 5 percent cut in the instruction and student service divisions. The just-signed 1992-93 contract for classified staff calls for no layoffs through December and no salary increase. (Staff newsletter, staff interview 4/1)

May 1993

The summer session will be held at the 1992 level, which had been downsized by 20 percent. The Budget Advisory Committee will meet through the summer and is reviewing proposed cuts ranging from up to 8 percent in administration to 3 percent in instruction and student services. Nine classified staff members and three instructors accepted early retirement plans and their positions may be left vacant. (Staff interview 5/10)

June 1993

The trustees have unanimously approved a study of voter opinion to tell them what community members want in the way of facilities maintenance and expansion and how much support there is for a bond issue. A consultant firm will work with members of a college planning committee to develop a telephone survey that will be administered to a sampling of district voters. The college has hired its first development officer, charged with increasing funding from outside sources. (*Catalyst*, April/May)

September 1993

The college will offer 66 fewer class sections in 1993-94 and will leave 11 instructor and support positions unfilled. The $27.1 million budget is 5 percent less than the 1992-93 document. The college doubled its normal fall semester marketing efforts, including 30 ads in six area newspapers and radio commercials on English and Spanish stations. The campaign cost about $15,000. (*Santa Cruz Sentinel* 6/8, 7/16)

November 1993

The college is conducting a survey of marketing and public information departments at all California Community Colleges as part evaluating its own promotion and recruitment efforts. (Survey letter 10/28)

Fall semester headcount fell 11 percent. (*Register-Pajaronian* 9/8)

The trustees approved a $30 million budget in which 87 percent goes for salaries and benefits. The budget funds two new positions in the financial aid office, but leaves vacant 12 positions, six of them instructional. Next year, officials anticipate the college operating expenses could be $1.1 million more than its revenues. The president has proposed eliminating 22 full-time positions to help balance next year's budget. (*Santa Cruz Sentinel* 9/14)

June 1994

Through program review, the college has decided to eliminate an electronics program including most faculty and nonteaching positions. The cuts will trim nearly $1 million from the budget. Spring student headcount is up 1.5 percent and units attempted are down .3 percent. The college is projected to exceed the 1993-94 cap with the anticipated FTES. The number of students with baccalaureate or higher degrees decreased by 5.2 percent. The number of students with exemptions to the fee increased 15.4 percent and the number of underrepresented students increased 12.2 percent. (*Program Review Report* 3/7, staff interview 3/10, *Santa Cruz Sentinel* 2/12)

The board has adopted a new policy which permits existing buildings to be named for donors of $1 million or more. Individuals who give between $100,000 and $999,999 will have a campus area or part of a building, such as a classroom, named after them. (*Santa Cruz Sentinel* 1/13)

August 1994

The college has launched the largest fund-raising drive in its 35-year history by announcing $653,000 in donations, including plans to establish a child-care center. A philanthropist couple will provide $350,000 toward the center, which would serve students and staff members. The campaign aims to raise $3 million in three years. The district budget is $29 million. The student population has fallen from an all-time high of 14,373 in the spring of 1992 to just 12,654 a year later. (*Santa Cruz Sentinel* 6/14)

January 1995

Concerned by projections of further revenue losses, the college is preparing now for potential reductions in 1995-96. A program review process similar to the one that identified nearly $1 million in reductions for the current year is underway. The governing board is expected to make decisions about potential reductions in March. Although budget assumptions may change depending on word from Sacramento, the current target for 1995-96 reductions is $925,000. The college has initiated a campaign to heighten public awareness which included sponsorship of a public forum with top aides to local legislators and the chief consultant to the Assembly Committee on Higher Education. A second forum will feature elected representatives to the California Legislature and the U.S. Congress. (Staff interview 12/15)

March 1995

The college is preparing for $925,000 in budget cuts in the next fiscal year, the fifth consecutive year of reductions. The college cut about $900,000 this year from its $29 million budget. In the last several years, Cabrillo has cut its budget without layoffs. Departments have been asked to prepare lists of possible cuts to submit to the administration. (*Santa Cruz Sentinel* 12/6)

May 1995

For the fifth consecutive year, the college has had to cut its budget. This year, $700,000 may have to be cut from the 1995-96 $25 million budget. Some classes will be cut and some part-time teachers not hired. The golf team has been eliminated as well as stipends used to pay assistant football coaches. (*Santa Cruz Sentinel* 3/7)

The college has raised $900,000 toward its goal of $1.6 million to construct a High Tech Center, which would consolidate computer facilities and provide a worker training ground for the local business community. (*Mid-County Post* 3/7)

September 1995

The college has changed the way it delivers its schedule of classes to the community. Previously, the college mailed 100,000 copies of the 130-page schedule to every district household at a cost of $50,000 per semester. The mass mailings resulted in less than a .5 percent return. Now, the college contracts with the local newspaper, which hand-delivers the schedule on doorknobs in a plastic bag. (*National Council for Marketing and Public Relations District VI* newsletter, summer issue)

Cerritos CCD

Cerritos College

June 1992

After making $2 million in budget cuts this year, Cerritos has frozen salaries and left about dozen positions unfilled as they became vacant. Summer session was cut 30 percent in 1990 and will rise slightly in 1992 in order to keep within 1 percent of the enrollment cap.

October 1992

The $47 million budget calls for spending $1.5 million from the reserve fund in support of programs. The board has considered not mailing grades to students in order to save $11,000. Options include posting grades, instructor conferences, and giving instructors grade post cards.

January 1993

The $49 million budget uses $1.5 million from the $4.2 million in reserves. There are no funds for new equipment, supplies or repairs. Sixteen vacant support staff positions will go unfilled and three full-time foundation staff members have been laid off.

May 1993

The Board of Trustees tabled a decision on a proposed reorganization plan and decided to continue recruitment activities for eight faculty positions. The president reported that if cost controls hold and the half-cent sales tax is continued with a portion made available to education, the college should be able to maintain the required $1.3 million, or 3 percent, of budget ending balance required as reserves. The board has voted to have the district pay the $89,000 in fee increases for the medical, dental and vision care plans for all employees. (*Cerritos Board Report* 3/23, press release 4/29, staff interview 5/10)

June 1993

The college has reduced the number of fall class schedules printed from 140,000 to 30,000, for a cost savings of $20,000. A postcard will be mailed to district residents, which can be redeemed for a free schedule on campus. (*Board Report* 5/20, staff interview 5/27)

September 1993

The board approved across-the-board salary cuts of 1 percent for all full-time employees. The board also voted to increase the base workload for faculty to 33 from 30 units a year and to cap pay for summer and "overload" courses at $45 an hour. The measures are expected to result in savings of $900,000. New Superintendent/President Fred Gaskin has proposed to distribute duties of departed supervisors among existing staff. His plan includes reducing the eight divisions to five by combining department head positions. The director of economic development has proposed to the board that the district develop unused property and rearrange parts of the campus to take advantage of business ventures. The proposal includes developing a hotel and business complex, and building a combination medical center-disabled student service area-meeting complex. (*Whittier Daily News* 6/12, *Board Report* 6/3, *Santa Fe Springs Post* 7/8)

November 1993

The board canceled a proposed pay cut for classified employees, gave themselves a raise (from $300 to $400 a month), and left intact a 1 percent pay decrease for teachers as part of the $44.7 million budget. The budget is $1.2 million in the red, but the deficit will be made up from reserve funds, leaving $1.3 million there. The remaining reserves amount to 3 percent of the district budget. (*Downey Herald American* 9/9)

August 1994

The new faculty contract carries no pay increase, but rescinds a 1 percent pay cut and a cap on overtime, which was approved last year. It also agrees to continue health, dental, vision, and life insurance benefits, and to pick up any premium increases. (*Norwalk Herald* 6/7)

January 1995
Enrollment has dropped from 24,000 to 20,000 over the past few years. This year, the college lost $600,000 in property tax revenue, forcing cuts in building maintenance and leaving the remodeled library with few new books. (*Long Beach Press Telegram* 11/4)

May 1995
Tighter internal controls have been placed on accounting procedures. A policy change now requires purchasing department approval on any requisition made by an individual, departments, and student groups. An administrator was dismissed last fall on charges of conflict of interest and improper procedures in allegedly purchasing two computers for use by a private transcript processing firm he owned. (*Norwalk Herald American* 2/23)

Chabot-Las Positas CCD

Chabot–Las Positas CCD

September 1991
$2 million cut from budget. Noncredit courses cut back. No new sections added as classes fill up. Budget reserves cut to 3 percent.

April 1992
Cut 6 percent of course offerings last quarter to help deal with $2 million budget cut. District is nearly 10 percent over its enrollment cap, with all-time high headcount at Las Positas. Cuts were made in the summer program of more than 50 percent. The district will stop bulk-mailing 150,000 class schedules to all district households for a $56,000 annual savings. Bookstore, public library and chamber of commerce stocks will be increased. Number of administrators will be cut to 1989 levels as of July 1.

June 1992
Half of the summer course sections were cut. The district will stop bulk-mailing 150,000 class schedules to all district households for a $100,000 annual savings in printing and mailing costs. Number of administrators will be reduced to 1989 levels as of July 1. There is a virtual hiring freeze.

August 1992
Cut summer session offerings in half and instituted a virtual hiring freeze. Chabot eliminated an off-campus center.

May 1993
Administrators at the district office and both colleges, who have instructor credentials, have offered to teach one class without compensation or take an equivalent reduction in pay based on a percentage of their salary. The offer would save the district an estimated $75,000 and is contingent on other employee groups making a similar gesture. (Administrators meeting 4/30)

June 1993
The board is considering the layoff of 15 classified staff members. It will temporarily combine the positions of purchasing agent and human resources director to save $64,000 a year. Thirty-seven cost-saving proposals are being evaluated by groups on each campus. Fixed costs are expected to increase $1 million next year. Salary step increases will increase the budget $400,000 on July 1.

September 1993

The district lost 3 percent in headcount and 5 percent in class enrollments. The colleges had an estimated 1,000 fewer university degree-holders than last year's 1,600. The Board of Trustees eliminated 15 classified staff positions, for an annual savings of $385,000. By applying for current vacant positions, choosing reassignment, or exercising bumping rights, all staff members who chose to remain with the district were accommodated. Departments will not be permitted to spend more than 60 percent of their supply and services budgets before January in order to create a reserve in case of a budget deficit. More than 125 staff volunteers worked at the district student recruitment booths at the Alameda County Fair and two other community festivals. (Staff interview 9/25)

March 1994

Among preliminary assumptions for developing the 1994-95 district budget: the state Chancellor's Office has indicated a decrease of 4.7 percent; the district will have fewer staff members; the decrease in university degree holders has probably stabilized; a larger summer 1994 enrollment will be considered; the district will need an enrollment very similar to what it has in 1993-94 in order to maintain its FTES. (District chancellor's memorandum 12/3)

The foundation crab feed, featuring silent and live auctions of merchandise, raised more than $7,500 for instructional equipment and supplies. Last year's event raised $7,000 for the libraries. (Staff interview 2/3)

June 1994

The district could save $1.3 million over a five-year period if at least 30 faculty members take advantage of an early retirement incentive plan. The incentive will only be offered if at least 16 people submit their application by the June 19 deadline. If 16-24 faculty members opt for retirement, the incentive will be $20,000 or two additional years of service credit. If 26 or more take early retirement, the incentive will be $25,000 or two additional years of service credit. Faculty members must be at least 55 years old and have at least five years of credited service in STRS or PERS. Retirees will receive lifetime health care coverage and will be guaranteed first call on any available part-time faculty employment opportunities for up to three years. (Staff report 5/2)

August 1994

Seventeen instructors and two administrators accepted early retirement incentive packages. The instructors' retirements are expected to save the district more than $800,000 over five years, with part-time replacements in the first year and full-time replacements in the second year. The district is mailing 190,000 brochures to every residence, detailing late registration information for the fall semester, which begins August 22.

January 1995

To cut costs, the district management information systems unit is participating with two other districts (San Mateo and Grossmont-Cuyamaca) in a joint procurement project for touch-tone student registration. The three agencies have issued a request for proposals and held a bidders conference. Implementation risks and support costs will be reduced if the districts select a common solution, based on technical and cost criteria. The district is at impasse in negotiations with both its certificated and classified employee bargaining units.

March 1995

The district's auditing firm reports that unfunded liability of lifetime health insurance for certain employees is currently estimated to be $23 million. The district would need to contribute $3,156,000 per year, starting in 1994-95, continuing for the next 30 years to fund the unfunded present liability.

Through collective bargaining, the plan was established whereby the district pays the cost of health insurance premiums to these retirees for life, applicable for classified employees hired prior to December 1984 and certificated employees hired before April 1986. In the last fiscal year, the district paid $671,926 benefits for currently retired employees. The chancellor calls this debt, "the biggest problem facing this district." District administrators have been asked to prepare 1995-96 budget proposals which are no greater than this year's, and to prepare for a deficit of 5 percent.

May 1995

The new contracts for nonteaching classified employees and faculty gives at least a 4 percent raise over the three-year agreement, retroactive to July 1994. A "share the pain" provision allows the district to cut the package if revenues decline. Increases could also be provided, depending on cost-of-living calculations provided by the state. The contract includes a provision which provides medical plan coverage to unmarried domestic partners. The district is now contracting with a private company to pick up and presort the U.S. mail. More than 100 staff members, students and administrators are expected to volunteer for the sixth consecutive year to work at the district's Alameda County Fair student recruitment booth.

September 1995

The board of trustees unanimously voted to approve the sale of certificates of participation, also known as COPS, which will be used to finance a new bookstore at Chabot College, portable classrooms at Las Positas College and energy retrofitting at each campus. The bookstore will repay its $2.7 million loan from sales profits over the next 15 years. Las Positas will pay for $1 million in modular classrooms over a seven-year period by using funds which had been budgeted to lease space at an off-campus site, where the lease expires in December. Energy retrofitting will be paid for over 15 years through the savings generated by making both colleges more energy-efficient. More than 60 employees volunteered to work at the district's booth at the Alameda County Fair, distributing more than 4,000 pieces of literature about the colleges. The colleges' foundation has begun efforts to organize an alumni association.

Chabot College

January 1993

The college has made major cuts in supply budgets. The number of dramatic productions has been reduced, library hours cut, most student assistant positions eliminated, and a virtual hiring freeze has been instituted. No layoffs of full-time staff.

March 1993

The winter quarter student play was canceled. The autumn and summer class schedules will be merged. Some winter and spring quarter course sections have been canceled, and the summer session has been cut back. Computer support supplies have been cut. Increased fees resulted in the loss of about half of the college's students who hold bachelor's degrees.

April 1993

Four faculty members have been notified their positions will be eliminated as of June 30. An administrator at the district office has had his position eliminated. Three administrators will be reassigned to faculty positions. More than a dozen clerks and student assistants may be laid off. The college art gallery will no longer conduct shows by visiting artists. The Performing Arts Series, which brings in professional entertainers, has been tentatively canceled for next year. (Staff interview)

May 1993

The college president is looking at options to try and save the Performing Arts Series, which brings professional performers on campus but has been eliminated for next year in order to save $120,000 in salary and operations costs. (*Hayward Daily Review* 4/9)

June 1993

The college will initiate a laboratory breakage fee, expected to bring in up to $5,000 a year. Three administrator positions have been eliminated and staff members in those jobs will join the teaching faculty. Staff members are studying 37 cost-saving suggestions.

September 1993

The college rearranged admissions and records operations to stay open later during the last week before classes. Class rosters were developed on the Saturday before the quarter began. The college lost about 3 percent in headcount. The library is now closed on Saturdays. (Staff interview 9/22)

March 1994

The student government donated $12,754 to reopen the college library for 10 more hours of operation a week, which were cut as part of budget reductions. This year's budget for the purchase of new library books was reduced from $55,000 to $3,000. Library staffing was not cut, but cuts have been made in audio-visual reference materials. Contracting for bookstore services is an idea being explored. (*Hayward Daily Review* 1/20, staff interview, *Chabot Spectator*, staff interview 2/2)

June 1994

The college's Budget Advisory Committee has developed assumptions for developing its 1994-95 budget, including: reductions will be made strategically rather than across-the-board; the budget will include an expenditure line for possible salary increases due to growth; the hourly instruction budget will be determined by the FTES target; staff benefits will be based on the district estimate; staff size will shrink due to attrition; a collegewide maintenance account will be established; and a collegewide account will be established for items such as hardware and software upgrades and instructional equipment. (Staff report 3/8)

August 1994

The college's Budget Advisory Committee is examining several questions in its effort to develop a plan to replace equipment and supplies: How well utilized are computers in a particular room/lab?; What criteria is used for disbursing funds?; Is leasing more cost-effective than purchasing?; Should supply requests be reviewed from the perspective of cost of student per class?; and Should programs receiving categorical monies also receive money for supplies from the institution? (Staff newsletter *Hot Sheet*, 5/26)

More than 135,000 brochures were mailed in early August to every residence in the five main cities serving the college, detailing available courses and registration procedures.

October 1994

Budget reductions to the maintenance and operations unit will require that most custodians work the night shift so that they adequately clean the restrooms, locker rooms, cafeteria, classrooms, labs, and others areas that directly support educational programs. Only one custodian will be available during the day and two in the evening to provide coverage while classes are in session. Custodians will only be able to clean faculty and staff offices once per week, and staff requests to move items will have to be scheduled in advance so that the night shift can perform these duties. (*Hot Sheet* staff newsletter 8/22)

The college is taking the opportunity presented by retirement of the athletic director and physical education department chairman to study the need for those positions.

January 1995

The college's Budget Advisory Committee has developed 11 assumptions it will use as, "an initial starting point" to put together its 1995-96 budget. The assumptions include: a high priority for maintaining or enhancing current service levels to students; the Enrollment Management Committee will maintain current FTES targets; a collegewide account and prioritization process will be established and funded for computer hardware and software upgrades and other high priority equipment needs; and faculty levels will be consistent with the maintenance of effort requirements of the state's 75 percent/25 percent (full-time/part-time) ratio. A Division Council-Faculty Senate Joint Group on Faculty Positions has reviewed 15 positions made vacant by early retirements, established seven criteria, and ranked which should be filled in priority order. The decision on how many will be filled will be determined in the spring, depending on the budget. Based on the recommendation of a shared governance task force, the college is seeking to fill the administrative positions of dean of athletics and dean of physical education.

March 1995

The student government voted to spend $5,000 to buy enough micro slides so that the college could open a third organic chemistry section next fall. The students also purchased video equipment for the mass communications program. Student government earns about $108,000 a year through a twice-monthly flea market, the campus game room and bookstore co-curricular funds. (*Hayward Daily Review* 1/22)

Six faculty positions will be funded and filled for fall, 1995. Work on prioritizing the spring 1996 position requests has begun. A new mid-term progress report, aimed at students "at risk," will alert students of their academic status. (*Hot Sheet* staff newsletter 1/26)

The college has not restarted the swimming team it cut four years ago when pool repairs were made, but it is renting out the renovated facility to three high school teams. (*Hayward Daily Review* 1/24)

The college is developing a new fee schedule for facility reservations which updates rental fees.

May 1995

The price of class schedules has increased from 50 cents to $1. The increase will not cover the total cost of printing, but will help defray production costs. The Chabot Counseling Division has created an Internet address so that current and potential students can receive prompt responses to inquiries. Electronic counseling will be useful for students in distance education courses who do not regularly visit the campus. (*Hot Sheet* staff newsletter 3/1)

September 1995

The president has issued a list of challenges for 1995-96, including the establishment of a Business Roundtable to advise Chabot about its role in the business community. A more comprehensive approach will be taken to recruiting and serving international students as well as enhancing international education. The Curriculum Committee will review the class schedule to determine if there is balance among course offerings and recommend strategies to better meet student needs. Marketing plans will be developed for each semester. Academic divisions will be asked to discuss how to increase classroom "fill rates" without sacrificing quality and student-faculty interaction. (*Hot Sheet* staff newsletter 8/25)

A shopping mall sponsored "Chabot Days," permitting recruiters to open a booth on site where prizes were issued and the student radio station conducted live broadcasts. The event was one of 10 outreach fairs or recruitment activities conducted by the college over the summer. (Staff interview)

Las Positas College

October 1992

Reductions have been made in the budgets for supplies, conferences, travel, and library book purchases. The budget for part-time hourly counselors and student assistants has been cut and registration will no longer be offered at three off-campus sites. By next quarter, virtually all noncredit courses will have been cut or converted to fee-based operations.

January 1993

Reductions have been made in the budgets for supplies, conferences, travel, and library book purchases. The budget for part-time hourly counselors and student assistants has been cut, and registration will no longer be offered at three off-campus sites. Virtually all noncredit classes have been cut or converted to fee-based operations.

March 1993

Mid-year budget decisions include not filling vacant positions and cutting supplies and operating expenses. The summer session's *College for Kids* has been canceled. The fall and summer class schedule booklets will be merged.

April 1993

An undetermined number of clerks and student assistants may be laid off. The college may stop using a local high school for evening college classes. The *College for Kids* program will be canceled. (Staff interview)

May 1993

Evening courses will be discontinued at a local high school, with some moved to another off-campus site. At least three college staff members may be laid off as the college makes reductions in preparation for next year as well as to meet a further $800,000 cut in this year's budget. Five positions will remain vacant and the summer College for Kids program has been discontinued. (*Tri Valley Herald* 4/14)

June 1993

Last year's summer session budget of $174,000 has been cut to $150,000 this year, with top priority for classes in technical/vocational fields, basic skills and those leading to university transfer. The position of a resigned chemistry instructor will not be filled. Although the college has begun a search for a new president, it is now operating with as many administrators as it had when it opened as an off-campus center in 1975. The college has successfully applied for $195,000 in grants for next year and is awaiting word on $1.7 million in other applications.

March 1994

Members of faculty and staff have met to discuss possible privatization of the bookstore, an idea endorsed by the student government. (*Chabot Spectator* 12/2, staff interview 2/10)

An experimental television hookup will make possible the teaching of a college health course at a local high school this spring. (*Livermore Independent* 2/9)

Humanities and language arts instructors will host their local high school counterparts in English, foreign language, drama, music, and dance in a first-ever gathering on the college campus. The event will feature a buffet and a musical presentation, but issues such as college preparation will also be discussed. (Staff interview 3/3)

June 1994

The college's Budget Advisory Committee has developed assumptions for developing its 1994-95 budget, including: four administrative positions will be refilled (dean of students, associate dean of instruction, director of fiscal services, and registrar); selected faculty and classified positions will have to be replaced or reshaped to meet college goals; FTES goals will have to be met and the part-time hourly budget will be based on these; categorical funding for DSPS and EOPS will not increase; categorical funding for matriculation will decrease by up to 5 percent due to loss of basic skills count; and there will be no deficit spending. (Staff report 3/8)

August 1994

The college has issued a request for proposals to seek a private contractor to operate its bookstore. It is believed that a private operator will provide the profits and support to help build a permanent bookstore facility on the campus. Previously, the college conducted bookstore operations through Chabot College. About 54,000 brochures were mailed in early August to every residence of the four main cities serving the college, detailing courses still available and registration procedures. With five weeks before courses begin on August 22, headcount registration was 1 percent ahead of the 5-week point last year, with enrollments up 2.1 percent. The college is switching from quarters to semesters and is starting one month earlier than in 1993.

October 1994

The college opened its first-ever fall semester (converting from the quarter system) with a decrease in headcount of 4.3 percent, but an increase in enrollments of .9 percent. In response, the college took only a matter of weeks to put together a fall "intrasession," featuring popular university transfer courses. Privatization of the bookstore through Follett Books means a guarantee of $85,000 for the college based on $1 million in gross sales.

January 1995

The college's Budget Advisory Committee is completing development of assumptions for planning its 1995-96 budget. The Follett Corp. has been contracted with to operate the college bookstore and is completely furnishing a renovated building on campus where it will move the existing operations. The success of this effort has caused the college to look into a similar operation for printing services. Potential vendors are making presentations on campus to try and win the college's printing operations contract. Previously, the college was billed for printing services by the district's other college, Chabot. Las Positas hopes to have a printing arrangement set up by May.

March 1995
The student government contributed $10,000 toward the college's purchase of a van to transport students to off-campus activities, such as athletics and forensics team events. The college has issued a request for proposals seeking vendors to operate a reprographic center on campus. Currently, duplication is handled at the print shop of sister college Chabot, campus photocopiers and local printing firms. Duplication costs have increased 40 percent over the last fiscal year. The counseling staff hosted a meeting with counselors from area high schools as an outreach effort to attract more high school graduates.

May 1995
The college will not renew its lease of an off-campus site at a local business park, where the college had seven classrooms, when it expires in December. Courses offered there will be moved back to the campus in a cost-cutting effort.

September 1995
The college will reduce duplicating costs, eliminate purchases of copiers, improve student and faculty access to photocopy machines and get 24-hour turnaround service as the result of contracting out all of its printing needs though an on-campus vendor. The contractor provided copiers at 10 campus locations and has others, including color machines, in the 900 square-foot copy center in office space given by the college. By having a contractor on campus, repairs are immediate and personnel can be brought in from the vendor's other operations—such as the University of San Francisco—during periods of peak demand. The college expects to save $8,700 a month in charges through installation of a new, more cost-efficient telephone system. Follett Corp., in the first year of its contract to operate the bookstore, has moved the operation into a new campus building, which it has renovated. (Staff interviews 8/25).

Chaffey CCD

Chaffey College

June 1994
In 1992-93, the college was nearly 10 percent above cap. This year, they will manage their enrollment down to about 3 percent above cap. While the college is currently down 4.2 percent in headcount, it is up 1.9 percent in class hours. The vocational educational program is undergoing an examination to determine if it is responsive to the job market. (*CCLC News* March/April)

May 1995
The college was over its enrollment cap 18 months ago and brought that under control with enrollment management efforts. Now, spring headcount is down by 8 percent and the college is gearing up student recruitment efforts. More classes will be offered at three area high schools and an off-campus site in Fontana will add more mainstream courses to augment the basic skills courses offered there. The college was unsuccessful in its bid to operate the summer session for 2,500 students at two Mount San Jacinto CCD campuses. In exchange for paying the costs, Chaffey would have had the enrollment counted on its ledger, which helps it protect its state enrollment-based funding level. (Staff interview 4/4)

September 1995
The campus has been networked so that individual departments, even faculty members, can send duplicating requests directly to the Kodak Lionheart printing system. (Staff e-mail 8/28)

Citrus CCD

Citrus College

August 1992
No course sections have been cut for this fall, but five vacant faculty position, for which interviews are already underway, may not be filled in order to cut the budget.

January 1993
This fall, the college served a record 12,353 students, a 5 percent increase since last autumn and a 22 percent jump in five years. state funding increased this year by $274,095, but the college needs up to $800,000 more to cover increases for ongoing expenses such as insurance and utilities. Two retiring administrators were not replaced, and $493,000 was cut from the noncredit budget.

May 1993
Because there are 60 applicants on the waiting list for 30 classroom slots, the licensed vocational nursing program will not accept applications for 1994 LVN classes in November and applicants will be selected by "random computerized selection." The college will offer only one session of credit, noncredit, and community education classes this summer. (News release 4/2, *San Gabriel Valley Tribune* 4/14)

June 1993
Air conditioning units are not turned on in campus buildings until after noon. There is a virtual hiring freeze and part-time, on-call positions are being eliminated. After the summer session was reduced from three sessions to one, more than 1,500 registration appointment cards—about half of those available—were snapped up in the first few days they were available. The admissions office reports many calls from the University of California and the California State University students seeking summer courses. (Staff interview 5/18)

November 1993
The college cut 125 course sections in the fall semester to try and bring its enrollment closer to the funding cap of 7,500 FTES. The college was 1,500 over cap last year, forcing it $4 million over its funding level. Classified staff was cut and no raises given. (*Los Angeles Times* 10/24)

June 1994
The college expects to improve its student recruitment efforts by hosting the staff of its largest feeder high school, including tours of departments by peers. (Staff presentation, CCPRO Conference, 4/28)

October 1994
The college has reduced costs about $2.5 million in its $25 million budget. Seven faculty jobs and thirty support staff positions were cut. There were also cuts in supplies, travel, equipment, and maintenance. (*San Gabriel Valley Daily Tribune* 8/28)

January 1995
The college has reduced costs about $2.5 million in its $25 million budget. Increased expenses such as salaries, benefits, and utilities made the cuts necessary. The college cut seven faculty and thirty nonteaching positions. The budget for supplies, equipment, travel, and maintenance has been reduced. (*Highlander Newspapers* 10/6)

Coast CCD

Coast CCD

March 1993
All administrators have been asked to teach at least one class next year.

May 1993
In an effort to protect full-time staff, the student enrollment base, and the 1 percent growth earnings, the district has requested that all eligible managers volunteer to teach a course or two—without compensation—in addition to their regular full-time assignment. The managers would not replace any full-time faculty member's overload or any part-time faculty member. (Press release 5/3)

June 1993
Twenty administrators, of the seventy who were eligible, have volunteered to teach one or two courses, without compensation, in addition to their regular full-time assignment. The move is an effort to protect full-time staff, the student enrollment base, and the 1 percent growth earnings. The managers will not replace any full-time faculty member's overload or any part-time faculty member. (Staff interview 5/17)

November 1993
First-day headcount was 6.6 percent less than the last fall semester. The district sent a direct-mail piece to residents announcing the dates for nine-week courses at its three colleges for courses including accounting, computer applications, English, political science, Spanish, sociology and speech. The board approved a budget of $132.7 million, up more than $4 million from last year. The district will receive $3.9 million, or 3 percent of the total budget, in federal funds. Another $41 million, or 31 percent of the total, comes from state revenue, and $77.6 million, or 58 percent, is from local revenue sources. Last year's budget was $128.3 million, with 2.3 percent in federal funding, 46 percent in state funds and 44 percent from local revenue. (*Orange County Register* 9/16, staff interview 9/14, *Los Angeles Times* 9/14)

June 1994
The district surveyed 242 students who registered for fall, 1993 classes but failed to pay the fees and enroll. More than 45 percent said the cost of fees was a very important factor in their decision, 62 percent anticipate continuing their education in the future, and 44 percent will have to plan carefully and take fewer classes over a longer period of time. (*CCLC News* March/April)

August 1994
The district spent $62,000 for 150 newspaper ads as part of its fall semester advertising campaign for the three colleges. The ads feature students of Orange Coast, Coastline, and Golden West colleges discussing personal goals such as university transfer, career changes and training in technical fields. (Staff interview 7/21, *Los Angeles Times* 7/15)

January 1995
The district was one of four community college districts with funds in the Orange County treasurer's investment fund, which went bankrupt. The district had $7 million in the fund and has been told it will be at least three months before progress is made on determining the fate of that money. The district is considering the option of joining with other special districts, including K-12, to form a committee to look after their joint interests in this affair. In the meantime, future monies will not go through the office of the county treasurer, but directly into a state fund. (Staff interview 12/12)

March 1995
The Orange County Board of Supervisors has offered to reimburse the district for 77 percent of pre-bankruptcy funds, with an additional 13 percent reimbursed via promissory notes which will be redeemable by June 30, 1995. These funds, which total a 90 percent reimbursement, will be available 40 days after a resolution by the supervisors is adopted. The remaining 10 percent of funds will be held as a subordinate debt. (*Coast News* board summary 2/15)

Coastline Community College

October 1992
Headcount is up 11 percent over last fall.

March 1995
Twenty-five percent of the college's 16,000 students are enrolled in telecourses, offered through KOCE. The station could lose its annual $940,000 contribution from the Corporation for Public Broadcasting if Congress votes to cut off that agency's funding. The district supports 26.5 percent of the station's operation with $1.34 million annually from its general fund. Since 1987, more than 60,000 people have taken "telecourses" through KOCE. (Staff interview 2/2, *Los Angeles Times* 2/12)

Golden West College

May 1991
Cut summer courses by 30 percent

October 1992
10,000 student names are on class waiting lists. Overall headcount is down 1.5 percent.

June 1993
More than 1,100 students called on the first day of telephone registration for the summer session. Telephone registration may only be used by continuing students who have been enrolled for consecutive semesters. Others must enroll in person. (Press release 5/12)

October 1994
Through the efforts of the planning and budget committee, a target goal of 9,685 credit FTES has been set, to be met by the 1995-96 academic year. Planning statements have been adopted by the committee and recommended to the president stating that classified and administrative functions and positions would be reduced over time through attrition and without layoffs. Immediate

implementation of these goals has resulted in a reduction of 5.7 percent of current class offerings over last year and a deliberate decrease in head count of 7 percent. However, the decrease in contact hours is only 2 percent, due to an increase in the number of full-time students (up 667 over the fall 1993). For the first time in the 29-year history of GWC, less than half of the student body identifies itself as Caucasian. Four years ago, 8 percent were Vietnamese, this semester that figure is 25 percent. (Staff Internet 9/29)

The college is preparing to produce a videotape and other materials designed to recruit students from outside the U.S. They are examining materials used by other colleges and districts which recruit internationally. (Internet announcement 8/22)

March 1995

The fifth annual meeting of the GWC Foundation featured the presentation of a $23,601 check from the student government to the foundation to be used for scholarships. More than 7,000 supporters and alumni receive the foundation's newsletter. (*Local News* 2/7)

The annual College Day February 22 was aimed at recruiting high school seniors and featured free admission, parking, tours, counseling and barbecue lunch. (*Los Angeles Times* 2/8)

May 1995

Campus cutbacks have reduced spending by more than $2 million since 1993. After organizing a budget planning committee, the district's move was to reduce class offerings to the level at which the college is funded by the state. Full-time equivalent student enrollment had been running 6 percent over what the college was receiving in funding from the state. The reduction resulted in elimination of many part-time faculty positions and 1,500 students from the campus, saving the college about $900,000. This academic year, early retirement incentives reduced the administrative work force by eight to thirty-eight and classified employees have been offered a severance or retirement package. The planning committee transferred $300,000 generated from the swap meet to the general fund temporarily. Another $450,000 must be trimmed by this fall and the president has asked all departments to come up with a priority list reflecting 15 percent cuts. (*The Independent* 4/27)

The college is in the process of identifying $1.6 million in reductions in its 1995-96 budget. Administrative costs will be reduced by $400,000 through a reorganization plan that will eliminate seven positions, including one vice president. An additional $500,000 savings will be realized by not mailing the class schedule and using income from the college swap meet for the general fund. The remaining $700,000 savings will come through a 15 percent reduction in classified services and faculty reassigned time. There will be no layoffs. (Staff interview 3/21)

September 1995

The college begins the 1995-96 academic year with a balanced budget, having cut $1.6 million off operating costs. The president and the college planning and budget committee reviewed every college fund during weekly meetings last year and identified revenue sources to tap as well as budget items to cut. Savings included almost $450,000 in reduced administrative costs through elimination of several positions, and reorganization of existing staff without layoffs. Because of rising paper and postal costs, the college reduced its fall class schedule booklet and plans to eliminate bulk mailing that document next spring. The increases would have cost an additional $30,000 annually to produce and mail the document. The changes will save the college $70,000 a year. The schedule had been mailed to 250,000 homes. In November, the college will mail 15,000 schedules to students and print another 20,000 for campus distribution. The schedule is available on the college World Wide Web site. Postcards will be mailed to detail how to pick up the schedules. (Staff e-mail 8/14)

Orange Coast College

May 1991

Cut 30 percent of summer courses (from 581 last year to 402), cut percent 5 of spring courses (130) —turned away 3,000 students by not opening new sections of English, ESL, math, and science. OCC gave 8 percent pay increase this year.

September 1991

Cut 30 percent of summer courses (from 581 last year to 402). Fall enrollment should hit 28,000 (was 22,000 last fall). Nearly 40 courses have been cut this fall, 2 percent of the total. The college cut 5 percent of spring courses (130)—turned away 3,000 students by not opening new sections of English, ESL, math and science. OCC gave 8 percent pay increase this year.

April 1992

Headcount is up 6 percent in the spring, with more than half of the course sections at capacity on the first day of classes. The gain is a 16.4 percent increase over the same period in 1989. Enrollment cap is 1 percent.

October 1992

Fall enrollment is down 3 percent, but OCC had cut the number of available seats by 6 percent before the semester began. Seventeen thousand students are on waiting lists. Fifty-eight fall sections of English 100 are at capacity, with 1,076 students on the waiting list. ESL has 1,577 students on waiting lists for 72 classes which are at capacity.

March 1993

Spring semester headcount is down 10 percent, compared with this period last year, including a 44 percent drop (1,093) in students holding bachelor's degrees. The remaining students are taking more classes. Course sections were cut 6.5 percent and class enrollments are down 8 percent. There were 15,000 students on computer waiting lists for classes, with 1,000 unsuccessful in getting any. Budget cuts forced a decrease of 6.5 percent in the number of course offerings for the spring semester, when headcount dropped 8 percent and the number of bachelor's degree-holders fell by 1,200.

June 1993

A total of 5,863 students signed up for the summer session, a decline of 5.3 percent compared to a year ago. The decrease is attributed to the fact that, in a cost-cutting move, the college reduced class offerings by 16 percent. The college is offering 362 course sections. A total of 431 were available in 1992. The Planet Hollywood restaurant—owned by Arnold Schwarzenegger and Sylvester Stallone—has put an advertisement sign on top of the college's new $33,000 baseball scoreboard that the actors helped purchase. (*Orange County Register* 5/15, press release 6/7)

September 1993

Headcount dropped 7.2 percent this fall, including a 70 percent drop in the number of university degree holders (600 down from 2,000 last fall). (Staff interview 9/16)

November 1993

Every event channeled through the $2 million community services program at the college means that staff members have to cover the costs, from salaries for instructors and custodians, to money to cover expenses for using their own buildings. Fund-raising includes a weekly swap meet, which draws up to 1,200 patrons each weekend. Between 50,000 and 70,000 are enrolled in noncredit community service courses. (*Community College Week* 9/27)

March 1995
Three yachts worth a combined $925,000 have been donated to the college's sailing program, which has more than 6,000 students a year. They are considered part of the $2.5 million raised in 1994 by the college foundation. (*Los Angeles Times* 2/1)

The size of the class schedule will be reduced for a savings of $50,000. (*Coast News*, 2/15)

The number of international students on campus has increased from 65 students in 1989 to 540 in 1995, generating $2 million. (*Los Angeles Times* 2/12)

Compton CCD

Compton Community College

August 1992
Summer enrollment was up 5 percent and fall registrations are up 14 percent.

June 1993
A fiscal review by the state Chancellor's Office identified several problems, including "the use of funds from one categorical program to cover expenses of other categorical programs." It concludes, "the district's financial condition is precarious," citing declining reserves, potential losses because of mishandled federal grant funds, and the probability of reduced state funding in 1993-94. The summer session will be reduced by about 50 percent. (*Los Angeles Times* 5/7, staff interview 5/14)

March 1994
Fall enrollment fell 19 percent for the second-highest drop-off in the state. (*Long Beach Press Telegram* 12/5)

The new president is putting together a citizens' advisory committee to get local opinion, "on how the college can be the best." The committee's efforts will "filter formally" into the college planning process. The president has called for a five-year plan to be completed in February. Reserves and the operational budget will provide at least a partial repayment of the $500,000 the U.S. Department of Education contends was misspent by the previous administration. (*Los Angeles Times* 11/25)

June 1994
The college is studying the possibility of changing the traditional September-June calendar to better meet the needs of, and attract, students. Fall semester finals are now held after the winter break, contributing to attrition and making it difficult for mid-year transfers to universities. (*CFT Perspective*, April)

October 1994
The college has been notified by the Western Association of Schools and Colleges (WASC) that it lacks necessary fiscal controls and needs more administrative stability before it can be accredited again. Administrators have until January, when the accreditation team meets again, to show improvement and an interim report must be prepared. The WASC wants implementation of recommendations it made last year, including imposing tighter fiscal controls. The action culminates

two years of problems that began with a 1992 Department of Education report that uncovered questionable expenditures of public funds. College officials are negotiating with federal education officials who are asking for at least a partial repayment of the $500,000 they believe was misspent from 1989-91. (*Los Angeles Times* 7/21)

May 1995
Newly tightened fiscal controls have been instrumental in the college being removed from probationary status by the Western Association of Schools and Colleges. The state accrediting agency said last year that the college's accounting procedures were among the elements threatening the accreditation. An audit uncovered questionable expenditures of nearly $500,000 in federal funds. It also found some administrators had hired relatives to work at inflated salaries. Several administrators have been dismissed or demoted. (*Los Angeles Times* 2/2)

Contra Costa CCD

Contra Costa CCD

August 1992
The $85.5 million tentative budget includes $5.5 million in cuts. The cuts include a $1.8 million prepayment of retiree health benefits, nearly $1.5 million for deferred maintenance and small capital projects, and $536,000 for equipment. $348,588 will be saved by not filling new management positions. A $300,000 contingency fund will be eliminated.

April 1993
The district has eliminated twelve administrative positions—most of them classified—by giving golden handshakes to seven and reassigning five others. After cutting the district's $90 million budget by several million this year, the district expects to cut between $4.8 and $9 million in 1993-94, depending on the state budget. Layoffs will be minimized, if possible, through attrition, reassignments and early retirements. Part-time faculty, who teach 40 percent of district classes, will be cut back. (Staff interview 3/15, *Contra Costa Times* 3/93)

May 1993
Cuts in next year's budget are expected to range between $4.8 and $9 million. Attrition, reassignments, and early retirements will cut personnel costs, as will a reduction in part-time instructors, who teach 40 percent of district courses. (*Antioch Daily Ledger-Dispatch* 3/26)

June 1993
Enrollment between this spring and the spring of 1992 dropped districtwide by 2,839 students, or 7.4 percent. The Office of Research predicts this will be the first year since 1984 that the district suffers an overall drop in headcount. The office reports that the enrollment decline is due, mainly, "to loss of mature adults who had been taking one or two courses related to personal interests or skills improvement." The number of continuing students has increased 24 percent, but new students have decreased 52 percent. (*Research News*, April 1993)

May 1995
Enrollment of students in their early 20s has dropped 6 percent in the district since last year, but enrollment of students 50 and older is up 15 percent. Economic pressures, fee increases and reduced class schedules are the likely reason, according to district administrators. Overall district enrollment slipped 1.3 percent, from 37,238 last spring to 36,751 this semester. (*Contra Costa Times* 2/21)

Contra Costa College

April 1992
Spring semester headcount is up 7 percent, to 10,000 students.

June 1993
A meeting of students, staff, faculty, and administrators was called to hear appeals on a proposed 20 percent across-the-board cut in operational budgets for 1993-94. The plan would help meet an expected deficit in the district budget of from $7 to $12 million. (*San Francisco Examiner* 5/3)

January 1995
In cooperation with PG&E, the district has saved 2.5 million kilowatt hours in the last four years. More than 30 buildings have been retrofitted with energy-efficient equipment reducing energy use by up to 25 percent a year. (PG&E presentation, Community College League of California convention 11/18)

May 1995
The college has cut 125 class sections since last spring, a 14 percent reduction. Some will be reinstated in the fall when remodeling of the vocational education building is completed. The college showed the largest enrollment decline in the district, falling from 3 percent in the spring semester from 7,615 students last year to 7,381. The number of students taking 12 units or more fell 7 percent this year. (*Contra Costa Times* 2/21)

Diablo Valley College

April 1992
Spring semester opened with a 2 percent increase to 19,300 and expects to have 23,000. Student population has increased 30 percent since mid-1980s.

March 1993
DVC is facing a $1 million shortfall this year. With 85 percent of expenditures in personnel and four months left in the fiscal year, cuts will be made in supplies and hourly support staff. Position replacement will be frozen and there will be further cuts in instructional supplies and tutoring services. The district office estimates that fixed costs such as utilities and contracts will need 3 percent more in next year's budget. Headcount fell 4 percent in the spring semester to 21,100 students, compared with the spring of 1992 (when the student population jumped by 7 percent over the spring of 1991). The number of students with bachelor's degrees fell by half.

June 1993
The Center for Higher Education, in San Ramon, will likely reduce its number of full-time instructors from ten to seven next fall due to budget cuts. Similar cuts are occurring at each campus in the 39,000-student Contra County CCD, which is considering cuts of $10 million in its $85 million budget. (*Valley Times* 4/16)

November 1993
Headcount fell about 10 percent this fall, making DVC the hardest-hit of the three Contra Costa CCD schools. The college is the largest of the three, enrolling 60 percent of the district total. The chancellor said the differential fee on four-year degree holders has cost the colleges about 50 percent of students in that category. While registration is below projections this semester, the chancellor

expects to enroll the full number of students for which the state will reimburse. (*West County Times* 9/2)

October 1994
The college receives about 5,000 of the region's 8,000 high school graduates and is working on strategies to attract more. Methods include individualized color posters sent to career centers in the 18 feeder high schools, developed through Kinko's Copy Centers. The college is also working on increasing the number of continuing students, a category which has been dropping off since the imposition of the differential fee. (CCPRO workshop 10/7)

September 1995
The apparel design program will be phased out this year, saving the salaries of up to nine part-time instructors and the department head as well as the operating budget of several thousand dollars in supplies. The college has not yet decided what to do with the equipment and space used for the small program. It may go to expanding programs such as hotel and restaurant management or business. (*Contra Costa Sun* 8/16)

Los Medanos College

September 1991
New college president anticipates a fall enrollment 10 percent higher than last fall's. Will not open new class sections.

April 1992
Spring semester headcount is up 13 percent to 7,000 students, the biggest increase in college history. Number of full-time students has increased 17 percent.

April 1993
At a student forum, the vote was unanimous to reject a video games vendor proposal which would have generated an estimated $1,000 a month from a campus game room. Student government representative Phil Mann: "Politicians could say, *if you have money to waste on video games you should be able to afford $30 per unit*." (*Daily Ledger Post-Dispatch* 3/4)

June 1993
The college president has proposed that two administrators lose management status and be transferred to other staff jobs and a third administrator be reassigned to the classroom. (*Contra Costa Times* 5/18, staff interview 5/27)

September 1995
Summer classes were cut by 12 percent less than three weeks before the session began in an effort to cut instructional expenses, particularly laboratory hours, which had been previously subsidized by the district. (*Contra Costa Times* 6/2)

Desert CCD

Desert, College of the

September 1991
More than $1 million will be cut from $20 million budget.

April 1992
The number of financial aid applications has increased from 6 to 7 percent. Over the current year, 3,000 students applied for financial aid at the 10,000-student college in Palm Desert, but only 2,200 received funds.

April 1993
A hiring and spending freeze has been implemented, as enrollment dropped 4.5 percent this spring. Thirty course sections were added for the summer session, but college staff will work four 10-hour days a week from June through August. (Staff interview 3/31)

May 1993
All travel, supply, and equipment budgets have been virtually frozen by the board, which anticipates a further $450,000 shortfall this year and a possible $2 million budget reduction in 1993-94. (*The Chaparral* 3/10)

November 1993
The Golf Institute on campus has a driving range and putting green maintained by students in the college golf course and turf grass management programs. Proceeds from public use is put back into supporting the programs. (*The CCLC News* 9/93)

May 1995
Starting with the 1992-93 academic year, COD had reserve levels at 11 percent, or $2.3 million of its operating budget. By the end of the 1993-94 school year, those levels dropped by more than half. By the end of the current fiscal year, COD projects a reserve fund of $842,000, 3.9 percent of the revenues. The state recommends a reserve level of 5 percent of the operating funds and a minimum of 3 percent. As a result of two years of exceeding its budget and dipping into dwindling reserves, the college has been placed on the state Chancellor's "watch list." The college expects to be taken off the list in August. The college may cut courses this summer and next fall. It is currently 600 students over cap. (*Palm Springs Desert Sun* 3/19)

El Camino CCD

El Camino College

August 1992
Cut course sections by 10 percent last year, but held this summer session to the 1991 level, when one-third of the classes were cut. The 1992 summer session was at 105 percent of capacity.

January 1993
The $57.1 million budget is up $2 million, reelecting a $5.5 million ending balance from 1991-92. The ending balance was due primarily to a reduction in spending during the last quarter and a decision not to replace personnel without a needs study.

August 1994
The college is considering dropping 275 classes next year. The college has announced that 15 full-time positions would be filled by part-time instructors. In three years, 36 full-time positions have been dropped. (*Community College Week* 6/20)

March 1995
The new contract gives full-time faculty a 3.5 percent pay increase on schedule commencing January 1, 1995. The three-year agreement also includes a formula that gives faculty 38 percent of any actual income that exceeds budgeted income, as long as the excess money exceeds $500,000. No changes in health benefits were made (faculty went onto PERS care about a year ago, saving the district at least $300,000). Layoff provisions were rewritten to include a severance pay and continuation of health benefits, based on length of service. Part-time faculty got additional stipend steps along with a 2 percent salary hike, effective January 1. Over the three years, part-timers will get an effective raise of approximately 8.5 percent, taking into account the extra steps. Those who teach during the summer will see their pay change from a contractual rate to an hourly schedule. That will result in a net reduction in summer school pay of 45-55 percent for affected faculty. It took two years of talks to achieve the contract. Negotiations had gone to impasse in May. (*California Federation of Teachers Perspective*, February issue)

September 1995
Eight administrators from various departments used $200,000 seed money three years ago to create a program that brought in 266 international students whose tuition is generated more than $800,000 in the last academic year. Staff researched which countries typically sent the most students to American schools, then used the money to travel to these areas to recruit students in person. (*Los Angeles Times* 4/20)

Feather River CCD

Feather River College

April 1992
Doubled full-time student enrollment in the spring 1992 quarter. Was one of few colleges not over cap in 1990-91 and is now 200 over.

March 1994
The college student information specialist sends a letter in response to admissions inquiries, encouraging a guided tour of the campus, and offering to arrange lodging in Quincy. Prospects will also be invited to attend open house on May 21. For marketing purposes, the admissions information sheet asks how the prospective student learned about the college. (Staff letter 12/23)

June 1994
The college held a "Day in the Mountains" on May 21 at which prospective students came to the campus to meet instructors and students while touring the campus and enjoying a barbecue. Invitations to the event are sent to prospective students along with a scholarship application and information on fee waivers. (Mass mailer 5/5)

Foothill-DeAnza CCD

Foothill-DeAnza CCD

May 1991

Accounting mix-up has contributed to a $9 million budget crisis. 550 part-timers fired. Libraries closed weekends. M&O and capital budgets frozen. DeAnza student newspaper eliminated. When combined with state budget crunch, the shortfall is expected to grow another $2 million next year.

September 1991

Accounting mix-up has contributed to a $9 million budget crisis. Five hundred fifty part-timers fired. Libraries closed weekends. M&O and capital budgets frozen. DeAnza student newspaper eliminated. Nine candidates for three seats in divisive board election.

April 1992

Board has instituted a hiring freeze, has cut out virtually all capital expenditures and is considering layoffs.

June 1992

The board has eliminated the position of district coordinator of assessment and testing, and reduced its articulation officer's position from a 12-month to an 11-month job. The district is still recovering from budget miscalculations which forced the elimination of 550 part-time positions in an effort to offset a $10 million deficit.

October 1992

Headcount is about that of last fall, near 46,000, despite 10 percent course section cuts. Waiting lists for many classes. Staff is monitoring the affect of differential fees in a district where 20 percent of DeAnza students and 30 percent of Foothill students have bachelor's degrees. Marketing efforts to younger students will be launched this winter to try and compensate for any loss.

March 1993

A proposal to consolidate four sports, offered at both Foothill and DeAnza colleges is being considered. If approved as expected, women's softball and men's volleyball will be offered only at Foothill, and water polo and women's tennis will be offered only at DeAnza. The changes, to begin in the 1993-94 seasons, will save each college $30,000. The reassignment of faculty will give full-time coaches precedence over part-timers.

April 1993

So far in the 1993-94 budget, DeAnza must cut $3 million, Foothill must cut $2 million, and the district office must cut $1 million. Trustees have begun a process which could result in elimination of seven vacant faculty positions and have reduced funding for about 20 teachers involved in counseling, library services, student activities, dental services, and some outreach services. A $450,000 savings is the target. A $2 fee for registration by telephone has been instituted. The district has 1,645 full-time and part-time faculty and a budget of $110 million. It could face cuts of up to $11 million next year. (Staff interview 3/15, *PeninsuLA Times Tribune* 3/11)

May 1993

The elimination of the state subsidy for students with bachelor's degrees would mean loss of funding for 26 percent of the district's students. The district has 1,645 full-time and part-time faculty and a budget of $110 million. It could face cuts of up to $11 million next year. The board has already begun a process to eliminate seven vacant faculty positions and reduce funding for 20 others. Proposed changes for athletic programs call for eliminating six assistant coach positions and reducing the budget for others by one-third. Two half-time athletic directors would be reassigned to the classroom and pre-season conditioning classes for five teams would be canceled. (*The Cupertino Courier* 3/31, *Los Altos Town Crier* 3/17)

November 1993

A $101.8 million budget that includes about $5.5 million in cuts and eliminates more than 70 positions through layoffs and attrition was passed by the Board of Trustees. District officials initially set $6 million as their goal for reductions, before the state budget was developed. In April the Chancellor's Council, an advisory group that represents professors, classified personnel, and other constituencies in the district, agreed to $5.5 million in cuts, most of which would be in personnel. In hopes of preventing the effects of the cuts from spilling over into the classroom, more than 80 percent of the reductions were in non-faculty positions. Use of lab equipment may go unsupervised, and clerical and maintenance work may be left undone. (*San Jose Mercury News* 9/14, *Cupertino Courier* 9/15)

August 1994

The district faces an operating deficit between $2 million and $3 million as it develops the 1994-95 budget. Because of declining property tax collections, the district is expected to receive $3.8 million less from the state than initially budgeted. With enrollment impacting revenues and the student/teacher ratio impacting expenditures, the district has not been able to proportionately reduce the number of class sections while maintaining the budgeted average class size. The district began the year with an $8 million contingency budget, to be distributed over the year for negotiated salary improvements, capital and maintenance needs, and one-time budget allocations. It is estimated that $2.5 million will be needed to fund negotiated agreements with employees, and $3.5 million for capital maintenance, which leaves about $2 million to cover the year's expected revenue shortfall. (*Los Altos Town Crier* 6/15)

October 1994

The board approved a $109 million budget using money from reserves to offset a $3.1 million deficit. Officials said the transfer was only a temporary measure as the district explores new ways to cut spending. The district will still have $6.8 million in reserves, still above the 3 percent the district is required to maintain. The district has worked to build reserves since a fiscal crisis in 1991, when an audit discovered the budget was off by more than $9 million. (*San Jose Mercury News* 9/13)

January 1995

Over the past two years, the district has made $5.5 million in cuts, mostly in personnel, including eliminating more than 70 positions through layoffs and attrition. Although more than 80 percent of the reductions have been nonfaculty positions, there are no longer any full-time instructors in geology and nursing at DeAnza College. So far, DeAnza has lost about 33 staff members, compared to 26 positions at Foothill. The district office eliminated 12.5 positions. Allowing the use of reserve funds to clear most of an accumulated $3.1 million deficit, the district approved a $109 million budget. The district has not negotiated salaries yet, which is a budget factor every year as every 1 percent salary increase represents about $750,000. (*Cupertino Neighbor* 9/29, *Sunnyvale Sun* 10/5)

March 1995

A study group is considering proposals to consolidate the college bookstores, and other operations. Already underway is consolidation of the office of institutional research. Under consideration is the idea of consolidating payroll services for part-time staff. Other cooperative ventures involving shared resources include off-campus ESL programs, international student counseling, and the art departments. Restructuring of the foreign language departments will be considered once program review is completed early this year. (*Connections*, staff newsletter, January, 1995)

May 1995

The fiscal condition of the district at its half-year review was less favorable than previously reported. Apportioned revenues were down $1.3 million because of the shortfall in the statewide property tax. The total reapportionment reduction since the budget was approved in September is $3.7 million, an amount that could have funded 120 part-time faculty positions, 360 class sections or a 5 percent improvement on employee salary schedules. The district has 150 fewer non-resident students enrolled, with a revenue loss of $400,000. (*Los Altos Town Crier* 2/15)

DeAnza College

June 1992

A $6.3 million two-story expansion of the Campus Center will proceed as planned this spring, funded through student fees and the sale of "certificates of participation," redeemable by investors in 20 years. The college is also beginning work on a state-funded $12 million technology center.

April 1993

The college's goal is to cut $3 million from its 1993-94 budget. The student newspaper and laboratory assistants are among the budget items in jeopardy. Winter quarter enrollment was down 7 percent, with a major loss of bachelor's degree holders. To help attract students, the college has added 70 sections in English, math, ESL, and general education. A student recruitment committee has been formed. (Staff interviews 3/15, 3/19, staff newsletter)

September 1993

The college plans to fill a position of outreach officer to identify potential recruitment sources, including high school career centers and local agencies. Anticipating a demand from university students for lower division courses, the college added 280 courses to the 741 summer classes planned. The college tried to make up for the enrollment lost when fee increases in January drove out more than half of students holding university degrees. (*San Jose Mercury News* 6/18, 9/12)

November 1993

Budget reductions of $2.75 million caused the elimination of full-time instructors in geology and nursing as well as the college's vice president for administrative services. The college, with an enrollment of 16,300, also lost 33 members of its classified staff. The college is now interviewing candidates for a new public information/promotions position. The DeAnza student activities fund will benefit from a winter equipment sale to be held in the Campus Center. (*Cupertino Courier* 9/15, *San Jose Mercury News* 9/14, 11/11)

March 1994

The DeAnza Middle College is a collaboration with the joint union high school district that targets drop-out candidates. In 1992-93, 91 percent of those who entered Middle College completed the program, and of those, 100 percent said they planned to continue their education. The program has become so popular that the college can take less than half of the students who apply. Students receive double credit for the course work they complete. (*San Jose Mercury News* 11/26)

June 1994
In a marketing study to help battle declining enrollment, the college discovered that family and friends have the most significant impact on a student's decision to attend DeAnza. Among ethnic groups, the influence was strongest in Hispanic and Asian families. (Staff presentation, CCPRO Conference, 4/28)

October 1994
A key element of the fall marketing campaign was an 11-week advertising effort on local movie theater screens. When current and potential students were surveyed after this type of campaign in the spring, 38 percent of the respondents said they remembered seeing advertising about DeAnza in local theaters. Of those who remembered seeing the message, 49 percent were nonwhite, 47 percent were from outside the college service area, and 52 percent were between 18 and 25 years old. The three messages used on the slides shown on the theater screens were: university transfer, the college fee monthly payment plan, and financial aid with education fee waivers. (CCPRO workshop presentation 10/7)

The college is exploring the possibility of establishing telecourse-based degree programs in business, accounting and child development. (*Community College Week* 8/29)

January 1995
The college has produced in its schedule of classes an application for admissions which can be scanned, along with a return envelope. The printing company helped the college produce a form that was easy for applicants to fill out and return and enabled the admissions office to automate the inputting of date once the application were received. More than 2,000 applications were returned in this format. Some applicants sent notes with the application, applauding the new process. Admissions staff was pleased because the process reduced the time and expense of sending out applications by mail to those requesting them. (Schedule printer 10/6)

May 1995
The fiscal condition of the college at its half-year review indicated the institution will exceed its budget this year by more than $350,000. The college's resident enrollment is 150 above its goal and non-resident enrollment is 122 below its goal. (*Town Crier* 2/15)

Foothill College

September 1993
Summer course headcount was 8,919, 200 fewer than a year ago. However, those students took 5,000 more hours of classes. (*Santa Cruz Sentinel* 8/16)

November 1993
The college lost its vice president of student services, an instructor in foreign language and one in music, two custodians and two gardeners to $1.8 million in budget reductions. The college, with an estimated 9,800 students, also lost 26 classified staff positions. (*San Jose Mercury News* 9/14)

June 1994
A meeting was conducted with all faculty, classified staff and managers to discuss the consolidation and restructuring potential of a series of options developed by the Joint Management and Chancellor's Council groups. The Enrollment Management Committee is dealing with changes in enrollment, such as the impact of the differential fee, which have cost the district $2 million this year. The

chancellor has concluded that, "it is no longer financially beneficial" for the district to fill full-time vacancies. (*Foothill-DeAnza Restructuring Draft Report* 3/7)

August 1994

The new college president, Bernadine Fong, wants to focus on a ten-year education plan which will reflect the changing job market. She also wants to continue to keep budget cuts, "as far away from the classroom as possible." Ninety percent of the college budget is in personnel costs. She also wants to work more aggressively with neighboring high schools. (*Los Altos Town Crier* 5/11)

October 1994

A reorganization plan has vice presidents being replaced with five instructional deans. Increased recruitment and retention efforts have led to a 40 percent increase in the number of African-American students. (Staff interview 10/7)

May 1995

The fiscal condition of the college at its half-year review indicated the institution will be below its budget because an enrollment drop resulted in the hiring of fewer part-timers. Foothill's resident enrollment is more than 500 below its goal and its non-resident student goal is down by 32. (*Town Crier* 2/15)

Fremont-Newark CCD

Fremont-Newark CCD

March 1995

District trustees eliminated three college programs at Ohlone College, citing low enrollment, hard financial times and the changing role of community colleges. The 4-1 vote to drop air transportation technology, fashion merchandising, and landscaping and horticulture programs marked the first major cut since trustees eliminated the football program more than a decade ago. The move is expected to save $100,000, with half of the savings going to other classes. (*The Argus* 2/10)

The district is seeking to cut as much as $1.3 million from the 1995-96 budget. The current budget is balanced only because of deficit spending, which would not be possible next year, according to college officials. A hiring freeze began January 1. (*The Argus* 2/15)

Ohlone College

May 1991

In order to open a proposed six-classroom annex evenings at Churchill Continuation High School, local businesses will have to come up with $100,000, which it will funnel to the College through the district foundation.

September 1991

By August 27, one week before classes opened, headcount was up 8 percent over the same period last year, three times the growth of the fall of 1990.

April 1992

Cut 70 spring classes (5 percent of 1,400 course offerings) to try and reduce a $250,000 budget deficit. Up to 40 fall 1992 classes may be cut. The college hopes to save $300,000 by "temporarily" not filling positions as employees quit or retire. No layoffs, but cutbacks in part-time instruction budget. College expects to eliminate another $1 million in spending for the 1992-93 budget. Student headcount was up 10 percent in the fall to 9,800. The college filed suit against the developer of a proposed 1,400-home development east of Interstate 880, contending the environmental impact report was deficient because it did not take into account the impact of more new students on an already overcrowded college campus.

June 1992

Even though Ohlone is cutting up to 30 course sections from its summer curriculum of 252, it expects headcount will increase because of fuller classes and the impact of its new off-campus center in Newark. The increased capacity will allow 3,622 students to enroll this summer, 5 percent more than the 3,450 headcount of last summer. Ohlone still faces a $700,000 budget gap.

May 1993

In preparation for cuts of up to $1.4 million in next year's budget, the Board of Trustees has discussed layoffs of classified staff and part-time instructors, cutting travel and consulting contracts and freezing health benefits. A contingency plan includes reducing salaries by 3 percent, cutting courses, laying off up to 10 employees and freezing health benefits. Ohlone has a $500,000 deficit in its $20 million budget as the result of this year's state tax collection shortfall. The 3 percent salary reduction plan would cut the budget by $450,000. Laying off 10 employees would save $300,000, a figure nearly matched by deciding not to hire part-time instructors, librarians and counselors, whose salaries come to $271,000. (*Fremont Argus* 4/4, 4/15)

September 1993

Enrollment figures for the fall semester have dropped by more than 1,100 students when compared to last year's first-week totals. The drop follows a similar situation in the spring, when headcount dipped by 400 students. (The $20.2 million budget leaves seven vacant positions unfilled.) It reduces funds for part-time instructors by $98,091, which is the equivalent of eliminating 58 courses over two semesters and eliminating positions for 23 hourly teachers. An alternate budget, with a 5 percent cut, anticipates $900,000 in reductions, including eliminating $250,000 worth of part-time instructors. (*The Argus* 6/22, 9/2)

November 1993

The college is planning to spend up to $75,000 to build a marquee or electronic billboard at a campus entrance. It hopes to pay for the structure through donations and contributions from the college bookstore and flea market. (*San Jose Mercury News* 9/30)

March 1994

The faculty union and administration agreed tend 17 months of contract negotiations with a three-year contract and a 4 percent pay increase. Rather than distributing that increase across the board, union negotiators chose to raise hourly wages for part-time faculty members by about 7 percent, from $31 to $34 an hour. Full-time faculty will receive a 2.9 percent increase this year. (*The Argus* 11/24)

The "Ball in the Mall" fund-raiser has been canceled by foundation directors. In 1992, the foundation lost $20,000 and, this year, broke even, but had expenses of $105,000 after turning the NewPark Mall into a Mardi Gras setting with bands, food, and floats. About 1,200 tickets were sold for each event, but the foundation needed 400 volunteers to stage the affair. Directors felt the time, energy, and resources should go elsewhere. The foundation earned $80,000 with its annual Business Roundtable. (*San Jose Mercury News* 11/15)

Money for the new theater's operating expenses and equipment is being sought. One effort is to sell the rights to name seats for up to $500. The theater opens in 1995. (*The Argus* 1/21)

June 1994

The monthly flea market, launched in 1986 as a fund-raiser for the college sports teams, has grown into a reliable source of money for non-essential campus programs, from athletic equipment to the school's electronic marquee. This academic year, the flea market is expected to generate more than $100,000. (The *Fremont Argus* 4/24)

August 1994

Instructors and non-teaching staff want cost-of-living increases and a flexible benefits plan in 1994-95, according to separate proposals their unions submitted to trustees. The proposals represent the first step in negotiations that may last through the summer. The unions are already under contract, but are allowed to re-open negotiations on certain pay and benefit issues. The United Faculty of Ohlone and United Public Employees are asking that the one-time salary increases they received for 1993-94 be made permanent, and that the college add another pay increase for 1994-95 to reflect the rise in the Bay Area's cost of living since July 1, 1993. The unions also want a "cafeteria" plan for benefits, in which medical, dental, vision, and life insurance options would be listed by cost and each employee would have a set amount of money to buy one option from each category. The public employees union is asking that its members' pay be based on a survey of Bay Area community colleges. (*The Argus* 5/11)

October 1994

The annual community luncheon put on by the college foundation raised $20,000 for scholarships. (*San Jose Mercury News* 10/11)

The foundation will supply an additional $40,000 for student aid, $39,000 for a campus computer network, $10,000 for college-community partnerships, $8,000 for faculty programs and $3,000 for counseling services. The support doubles the foundation support of last year, due mainly to a college-sponsored business roundtable that netted $150,000 last spring, compared to $82,000 in 1993. (*The Argus* 8/3)

January 1995

A piano manufacturer will lend 14 new pianos to the college next semester in exchange for permission to use the Ohlone name in advertisements. Under the agreement, Ohlone can control the content of the ads, which are intended only to announce the sale of the loaned pianos after the music department has used the instruments for nine months. The agreement urges Ohlone to print acknowledgments on concert programs, fliers, calendars, and posters. (*San Jose Mercury News* 12/5)

March 1995

A split Board of Trustees voted February 9 to eliminate three programs because of low enrollment and a need to reduce a $1.3 million deficit in the $20 million budget for 1995-96. Four of the seven trustees voted for eliminating Air Transportation Technology, which has been offered for about 25 years; landscape and horticulture, which has been around about 20 years; and fashion merchandising, which has been offered for about a decade. Average class sizes in the three programs have dropped to about 10 students each, but the college average is 28.5. Cutting the programs could save about

$150,000, a third of that to be funneled into other instructional programs. The reductions mean cutting two full-time and several part-time faculty positions. (*San Jose Mercury News* 2/10)

March 1995

The new United Motor Manufacturing Inc., the joint venture between Toyota Motor and General Motors corporations, has given $100,000 to the college performing arts center and is the center's first corporate donor. Individual donors have contributed more than $1 million to the arts complex, scheduled to open October 21. Ohlone is seeking other donors to support arts programs for the $18 million center and will name facilities after those who make large donations. (*The Argus* 1/19)

May 1995

The college will balance the 1995-96 budget by trimming $1.3 million from this year's $21.7 million spending plan. One option being considered to save $200,000 is to boost average class size from 25 to 27 students. (*The Argus* 2/16)

Despite unexpected cost overruns of $1.3 million, the college plans to open its new $20 million performing arts center this fall. A $590,000 contingency fund will not cover the overruns and the college has asked the state to foot the rest of the bill out of revenue bonds earmarked for this and other community college building projects. (*San Jose Mercury News* 4/3)

For the first time ever, faculty members rejected a tentative labor agreement by a 76-23 margin. The main objection centered on a plan to give senior instructors a raise by requiring health co-payments of most faculty members. The union is under contract through June 1996, but is allowed to re-open negotiations on such provisions. The raises, ranging from about $500 to $800 a year, would have been paid for by instituting the health co-payment plan for Kaiser members. (*Fremont Argus* 3/25)

September 1995

Salary increases and beefed up benefit packages top the list of contract proposals sought by two of the three campus unions. The faculty has asked for a 7 percent salary increase for more than 200 full- and part-time teachers. (*The Argus* 7/19)

The state has funded the new performing arts center, but an endowment fund is being created to help underwrite other costs, such as a computerized ticketing system and a portable dance floor. About $1.5 million has been raised so far through donations and fund-raisers. (*The Argus* 6/26)

Gaining access to the Internet and upgrading the computer network will require $5 million. The college must still obtain two administrative approvals from the National Science Foundation and pass its financial disclosure process before getting a $25,000 grant to help fund access to the Internet. (*The Daily Review* 6/27)

Gavilan Joint CCD

Gavilan College

September 1991

Eighty classes cut, but no layoffs of full-time staff despite an $11.6 million budget which is $852,000 less than last year's. Reserves cut to 3 percent. Capital outlay cut from $365,000 to $15,000. $50,000 cut from part-time faculty funds. Cut 50 percent of summer classes.

April 1992
The college has projected a $572,000 deficit by June, and has imposed a hiring freeze, cut travel expenditures, restricted purchases, and reduced contract services. No class cuts this year despite an all-time high headcount of 4,260. College officials are expected to support a ballot measure in June which would provide for a $35 million expansion, adding 15,000 square feet to the library.

June 1992
Headcount jumped 8.8 percent since the fall semester to 4,514 in the spring. The trustees have given the automobile technology program one year to turn itself around, after projecting a deficit in that department of $11,900 this year.

October 1992
Staff suggestions to help solve a $100,000 budget deficit included those by classified employees, who offered to take two unpaid days off. The college held courses at 1991 levels, but 105 classes had been filled to capacity by the first week of open registration. The bulk were in English and math.

January 1993
The $12.5 million budget, sets aside $355,000 to offset state predictions of budget increases that college officials believe are not accurate. Besides the $335,000 "apportionment reserve," the trustees put its general budget reserve account at the minimum 3 percent. With operating expenses averaging $1 million a month, trustees acknowledge the $361,000 in reserves would not last long in a true emergency.

March 1993
Gavilan will stop mass circulation of its schedule of classes this fall. Thirteen faculty members who are also paid a stipend of about $3,000 a year as academic advisers, at an annual cost of $41,000, will have their counseling assignments end in June.

April 1993
Headcount this spring has dropped 14 percent less than the previous spring. To boost registrations, Gavilan will offer a series of three-week courses in June, many catering to students under an "open enrollment" policy. Faculty maybe offering more group tutoring. Nineteen administrators, managers and administrative secretaries received notices before March 15 that their job duties may change by June 30. No terminations are intended, but an administrative reorganization is planned. (*Gilroy Dispatch* 2/11, 3/3)

May 1993
Nineteen administrators, managers and administrative secretaries may have their job duties altered by June 30. The trustees approved 2 percent salary increases to classified employees and administrators at a cost to the college of about $70,647 annually. A fiscal audit confirmed that the college cut expenses from $13.6 million in 1991 to $12.8 million in 1992. (*Morgan Hill Times* 3/26, *Hollister Free Lance* 3/12)

June 1993
The college has prepared for a 6 percent budget reduction, a cut of $264,000 from its $12.5 million budget. A 6 percent cut would require reduction of part-time personnel and parts of programs, and an 11 percent cut would require reductions in full-time personnel and complete programs. The college will no longer mail class schedules to every district resident, for a savings of $15,000. A statewide survey by the Gavilan public information officer disclosed that 27 percent of community

colleges had stopped direct mailing schedules before the spring of 1992, and another 27 percent of respondents had plans to discontinue mailings this fall. The survey disclosed that no college reported any enrollment loss attributed to discontinuing mass mailings. Citing the expense, the board decided not to attend a state trustees conference in San Francisco. Trustees are also considering removing funds now paid for memberships and transferring them partially into the college's general fund and partially to the travel budget. (*Gilroy Dispatch* 4/15, 5/10, 5/13)

September 1993

The college expects to save $120,000 through a reorganization of 11 administrative positions. Newspaper advertisements about registration ran larger and more radio spots were purchased, but headcount was down about 10 percent. (*Hollister Free Lance* 6/11, *Community College League Enrollment Survey* 9/3)

November 1993

The college contracted with a private company to renovate its 37-acre nine-hole golf course a year ago, at no cost to the district, and now receives income based on the revenue generated from fees. The college has created a foundation to explore options for the future use of the 37 acres. The foundation will study proposals for establishing a Pacific Rim conference or cultural center. (The *CCLC News* 9/93)

March 1994

The trustees voted unanimously to hire the college's first dean of business services by combining two management positions, the first step in a reorganization plan. The plan includes changes to 11 job descriptions and is expected to save about $121,000. The new position will combine the duties previously performed by the eliminated positions of fiscal services director and campus services manager. (*Morgan Hill Times* 11/30)

June 1994

The college lost 10 percent of its headcount last fall but made it up in the spring, and is now even in enrollment with the spring of 1993. The police academy and nursing are still strong programs, helping to make up the loss. Off-campus courses have been extended to Gilroy's downtown areas. Night classes will be offered in the summer for the first time this year. A youth program for at-risk high school students begins this summer. (Staff interview 4/6)

August 1994

The trustees joined their counterparts at Cabrillo and Monterey Peninsula colleges in urging that the planned the California State University at Monterey Bay not offer lower division courses for the first three years. The district boards adopted a resolution asking that they bear the sole responsibility for teaching freshman and sophomore classes. (*Santa Cruz Sentinel* 6/14)

October 1994

The trustees unanimously passed a balanced budget on September 27 that eliminated seventeen positions, three of which were already vacant. Originally, the proposal included additional reduction in hours and work weeks of 45 positions. The CSEA warned that the decision to reduce hours is a negotiable item and the board could not take unilateral action. Classified employees make up 35 percent of the workforce at Gavilan. The personnel department suffered a loss of 1.5 positions, in addition to the director having her position reduced to half-time. Of the seventeen eliminations, three will stay vacant: one security officer, one office assistant in administration of justice, and one student employment specialist. Two other positions were going to be reclassified to custodian, but that process also falls under negotiations and was tabled. (*Gilroy Dispatch* 9/28)

The college budget committee has recommended that all trustees reduced their fringe benefits from $6,000 to $5,200. (*Gilroy Dispatch* 9/23)

March 1995

Options for the 1995-96 budget include: a freeze on faculty sabbaticals; elimination of programs; and a freeze on stipends, benefits, and salary advancement of all employees. (*Gilroy Dispatch* 12/13)

An Institutional Effectiveness Committee has been formed to make recommendations on the future of instructional fields, including journalism, business, and automotive trades. Faced with a $700,000 deficit, the district eliminated 27 of 101 nonteaching jobs. The trustees rejected a committee's recommendations that could have erased the deficit without layoffs. They included a pay cut during holidays, a temporary reduction of retirement benefits, and the return of money from certain accounts to the general fund. (*San Jose Mercury News* 11/7)

May 1995

To cover a $711,000 budget deficit, district trustees cut 28 classified positions last year, which prompted charges of unfair labor practices. To defend itself against grievances and other employee charges, the college spent twice its budgeted amount for legal fees six months into the fiscal year. Gavilan's legal bill is $73,082 this year, far above the $36,000 budgeted for legal expenses in 1994-95. Gavilan's legal bill was $1,718 in 1992-93 and $86,000 in 1993-94. (*Morgan Hill Times* 1/27)

Administrators are looking into ways to address a trend in which students appear to be taking fewer units. Students taking 13 or more units dropped from 906 last spring semester to 792 this spring semester. Students taking four or fewer units increased from 1,000 last spring semester to 1,173 this spring. (*Morgan Hill Times* 2/28)

Glendale CCD

Glendale Community College

May 1991

Will offer 50 fewer classes this fall, is considering cutting back on hours of registration, counseling and library services

September 1991

Trustees adopted a $57.5 million budget which is $1.2 million less than last year's. The reserve is 3 percent. The college's budget grew 32 percent over the previous two years. The college had 800 students over cap last year and offered 50 fewer classes this fall. The biggest cut is $250,000 for hourly instructors.

April 1992

Facing a possible $3 million budget shortfall in 1992-93, the college is considering cutting up to 300 course offerings to save about $600,000. The college cut 100 course sections this year and eliminated about 75 teaching positions in trying to cut the budget $2.4 million.

August 1992

Students voted to support fee increases, if it meant course sections would not be cut.

January 1993
Budget cuts have forced the college to cut 50 fall semester course sections, with another 50 scheduled to be cut in the spring semester.

March 1993
The governor's proposal means a budget cut of $500,000 in 1993-94, on top of $300,000 which was cut this year.

April 1993
The summer session will be self-supporting, with faculty members taking a 20 percent pay reduction and students paying $33 a unit. The effect will be to save $750,000 in the 1993-94 budget. Proposed fee increases approved by the student body, will generate $180,000. They include adding $1 to mail home grades, an increase in the transcript fee from $2 to $5, and an increase in the "immediate service fee" from $5 to $8. Students will also pay a $10 processing fee if they cancel all of their classes. The summer health fee will be increased from $5 to $7. (*Glendale News Press* 3/5, 3/10, staff interview 4/1)

September 1993
Faced with a $300,000 budget shortfall, the college will scale back its staff development program and other administrative areas to keep cuts away from the classroom. Other cuts have been made in conferences and travel. All college employees received a 3 percent raise this year, which cost $750,000. (*News Press* 8/6)

May 1995
College officials are lobbying the state in hopes of obtaining an extra $1.5 million needed for the construction of two large classroom buildings that turned out to be more expensive than expected. The board has accepted an $18 million contractor's bid for the four-story project, funded by revenue bonds issued in 1992. The board approval is contingent on the state's approval of a 9.8 percent augmentation in the project's funding, the maximum allowable increase. It would bridge the gap between the bid price and the amount the state originally authorized the college, about $16.5 million. (*Los Angeles Times* 3/14)

Grossmont-Cuyamaca CCD

Grossmont—Cuyamaca CCD

April 1992
Four district office administrators were notified that their positions will likely be eliminated in June as part of a $3.5 million budget-cutting effort. Position of vice chancellor who resigned may not be filled. Summer session eliminated.

April 1993
The chancellor is proposing adjusting the salaries of some administrative and supervisory staff to be consistent with an office reorganization. The Board of Trustees' secretary position has been renamed to that of "board office coordinator," with a salary decrease which will save up to $8,232 annually. The trustees have cut duplication costs by reducing the number of "comprehensive" board agenda packets from 64 to 23. (*El Cajon Daily Californian* 3/1, district news release 3/19)

May 1993

The board has directed its negotiator to present a proposed 10 percent pay cut, a $3.3 million budget reduction, to employee bargaining units. The district faces a potential $4.6 million budget reduction next year. The district still plans to fill 11 full-time faculty positions. Union representatives have proposed hiring freezes, early retirements and reducing the budget for temporary employees. The district has also consolidated some programs, reassigned personnel and tapped reserves. Administrators are expected to bring $1 million worth of consolidation efforts on both campuses before the board. (*San Diego Union-Tribune* 3/30, *Daily Californian* 3/25, 4/8)

June 1993

The district hopes for budget savings of $660,000 with an early retirement program for which 58 staff members are eligible. Budget reserves will fall from 4.5 percent to 3.5 percent next year. An organizational restructuring is one way the district hopes to deal with a reduced allocation of about $4.7 million in state funding. It includes plans for the chancellor to also fill the vacant position of president at Cuyamaca College. So far, the district has identified a savings of about $2.5 million. A proposed 10 percent pay cut, introduced in March, will most likely be reduced to about 4.5 percent, although the actual percentage is still subject to change. Including the restructuring proposal, expected to save $800,000, are the elimination of positions that will not be funded during the 1993-94 academic year and the consolidation of different jobs. Some district functions will be relegated to the two colleges, while other duties handed by the colleges will become the responsibility of the district. (*Daily Californian* 5/1 and 5/5, press release 6/7, staff interview 5/19)

June 1994

The district conducted focus groups to determine the best way to influence potential students. The results showed that recruiters who were students themselves ranked highest in credibility among the target populations. (Staff presenter, CCPRO Conference, 4/28)

October 1994

The district office lost one of its three vice chancellors, Grossmont College lost a dean, the responsibilities of the security director have been combined with another position, and the chancellor served as president of Cuyamaca for a semester. (*CCLC The News* August-September)

September 1995

The district is managing its budget by using an "interest-based approach." This was begun a few years ago as a new approach to decision making and as a reward for productivity. The technique is used in contract bargaining, budgeting, strategic planning, etc. (Staff e-mail 8/22)

Cuyamaca College

September 1991

Enrollment this fall is 5,000 (up from 4,500 last fall). The January intersession program has been canceled and summer 1992 courses cut.

August 1992

Headcount is up 4 percent. Enrollment is affected by massive budge cuts at nearby San Diego State, where $30 million has been trimmed from the budget in the past two years.

October 1992
Headcount is up 4 percent. Enrollment is affected by massive budge cuts at nearby San Diego state, where $30 million has been trimmed from the budget in the past two years.

June 1993
The district chancellor will also serve as the interim college president, replacing the incumbent, who will retire in July. The district vice chancellor of business will also move to the college and assume business-related duties for both district campuses. Districtwide responsibility for extended studies will be transferred to Cuyamaca, which will absorb the entire Weekend College program. (*Daily Californian* 5/5)

Grossmont College

September 1991
Seventy-six of the 1,500 courses have been cut for the year and employees who leave or retire are not being replaced. Class sizes will be larger.

October 1992
Headcount is down 5.7 percent despite no class cuts.

June 1993
Vacant positions which will be left unfilled include two librarians and the director of evening programs. Positions which will be eliminated include the associate dean of health, an information systems staff member, a food service management technician, the operator of the student center, and the veteran affairs specialist. (*Daily Californian* 5/5)

June 1994
The college will offer a summer session in the Imperial CCD on a contract basis beginning June 20. Summer sessions will also be offered at both Grossmont and Cuyamaca colleges. Imperial Valley College is so far over its funding cap that it was impossible for it to serve the 1,000 students who normally attend classes there in June and July. Grossmont College, on the other hand, needed additional students to reach its funding cap. The regular academic summer session at Grossmont College will not be affected by the joint project. (*Grossmont-Cuyamaca News Release* 5/10)

August 1994
To stimulate summer enrollment, the college will offer summer courses covering four-, five-, and six-week sessions. Courses will be offered in 40 departments, including 22 math classes and 16 English as a Second Language classes. (News release, 5/11)

The college will host a free workshop to encourage adults 25 years of age or older to enroll. (News release 6/28)

Hartnell CCD

Hartnell College

June 1992
The college cut 215 course sections in 1991-92 and canceled its rodeo program, which cost $134,410 annually.

October 1992
With 6,404 students, the college registered a 10 percent increase in headcount on the first day of the fall semester. College staff ascribe the increase to the recession (more enrollment in vocational education, retraining and basic skills) and the impact of university course cuts.

March 1993
Student enrollment fell 11 percent, compared with last spring, including a 50 percent decline in the number of students with bachelor's degrees.

May 1993
Headcount fell 10 percent this spring, including 53 percent of its students with bachelor's degrees. (*Monterey Herald* 4/16)

September 1993
Fall semester registrations were down 17 percent. The college increased its marketing efforts, with ads on television and radio stations. The college may eliminate classes and its training program at Soledad State Prison. The program costs $395,000, including $188,000 in state money and $207,000 in federal grants. (*Monterey Herald* 5/30, *Santa Cruz Sentinel* 8/16))

October 1994
The college controller said the college miscalculated its cap for 1993-94 and owes the state $405,000. AB 973 allows Hartnell to defer payback for one year, but when the bill becomes due, Hartnell will have to pay installments of $135,000 to the state for three years. (*Coast Weekly* 8/3)

May 1995
The college is considering proposals for expansion, including raising money for land acquisition by selling off the East Campus as a site for the county fair. A consultant to the college is looking at its facilities, and other available sites, for future planning. Administrators have no formal proposal to buy, sell, or swap property yet. The general manager of the fairgrounds said his top priority is a move to nearby Fort Ord. (*Monterey Herald* 2/24)

Imperial CCD

Imperial Valley College

June 1994
A full range of classes in the sciences, language and humanities will be offered during the summer session, which will be administered on a contract basis by the Grossmont-Cuyamaca CCD. All the union issues were resolved under the negotiated contract and the Grossmont faculty has ensured that all courses will articulate fully with Imperial. The college admissions and records office was also able to link computers with Grossmont's. Faculty members will be selected from both colleges. (*Grossmont-Cuyamaca CCD News Release* 5/10)

January 1995

To finance a new museum, the college's museum society is proposing that donors make ten-year pledges. Family pledges are requested at $2,000 and the suggested donation from business and industry is $5,000. Donors will be notified each year of pledges, payments and balances. Successive units of the museum will be built as income allows on a pay-as-you-go basis. The society has $90,000 in its building fund now. (From *Idea to Reality* brochure)

May 1995

This summer the college will repeat its arrangement of last year, when it contracted with Grossmont-Cuyamaca CCD to operate its summer courses. Beginning in June, Grossmont-Cuyamaca CCD will pay support costs to operate the program. In return, Grossmont-Cuyamaca will have the enrollment counted on its ledger, which helps it protect its state enrollment-based funding level. (News release 3/22)

Kern CCD

Kern CCD

September 1993

A sponsorship program will help establish the Mammoth Lakes Foundation, with an aim to bringing a college campus to Mammoth Lakes. A $250 donation will allow the donors to have their name on a brass plaque on a Mammoth Mountain Ski Resort gondola or on a plaque on a tee at Snowcreek Resort Golf Course. Recognition boards will be set up in local restaurants, listing $25 donors. (*Review-Herald* 7/29)

November 1993

The board approved a budget of $52,999,627 and gave approval to annex several school districts from Tulare, San Bernardino, Mono, and Inyo counties. (*Bakersfield Californian* 9/3)

August 1994

The district will issue letters to several banks to gauge interest in issuing a letter of credit. The district needs to find another bank to back a $27 million bond issued in 1988. The district's arrangement with New York's Swiss Bank expires next March. The bank, which is pulling away from letters of credit, has issued a letter of credit guaranteeing bond holders payment if the district fails to meet its debt service. Although the agreement was for seven years, the district will be paying debt service on those bonds until 2018. In the past few years, the bonds have paid for things such as an academic center at Porterville College, and a gym and playing fields at Cerro Coso College. (*Bakersfield Californian* 6/23)

January 1995

The board approved a budget of $57,762,628, including more than $1 million in legislative relief after a mid-year property tax shortfall. The bulk of the revenue is from local sources—$40,847,302. That represents an increase of almost $6 million over last year, much of it coming after the district transferred about $2 million from bookstores and cafeterias to the general fund. It was the first time that the district used funds from campus organizations to balance its budget. Income from bookstores and cafeterias is expected to top $3.6 million this year. (*Bakersfield Californian* 9/2)

March 1995

The Kern County Grand Jury ruled that the district was operating within the *Education Code* when it transferred about $2 million from bookstores and cafeterias to the general fund last year to balance the budget. Income from the two sources is expected to top $3.6 million this year. (Staff interview 2/27)

Under the new contract, all classified employees will receive a 2 percent salary increase immediately. A district budget analysis committee will begin meeting to determine if funds can be reallocated to provide an additional increase. At the same time, the district intends to reduce through attrition the total classified staff expenditure by $600,000 and will offer a retirement incentive. Qualified retirees will be offered $5,000 or a percentage of that amount proportional to assigned hours per week at the time the employee's letter of retirement is submitted. The new faculty contract calls for a salary increase of 3 percent effective July 1, 1995, if the following conditions are met: the district budget task force identifies $2.5 million of on-going savings by May 1; and the state general apportionment for the district is not less than $39.4 million. A retirement incentive is also offered. (Staff interview 3/3)

September 1995
The Budget Analysis Task Force identified $2.4 million in cuts and "income enhancements" necessary in the 1995-96 budget. A savings of $710,209 was realized from limiting the positions to be filled, $400,000 saved from transfer of an insurance reserve and $358,000 saved from reduced fringe benefits. (Staff interview 6/15)

A proposal to increase teaching load from 15 to 18 hours a week will be part of the upcoming faculty negotiations. The statewide average for districts is 16 hours a week, according to the state chancellor's office. Administrators say the proposal is a starting point to design new approaches to teaching. The president of the academic senate said a typical five-class-a-week schedule requires 15 hours of lecture time, 20 hours of preparation, eight hours of grading tests and papers and at least five office hours. (*Bakersfield Californian* 5/15)

Bakersfield College

May 1991
Summer courses cut by 40 percent to meet $1.2 million deficit

April 1992
Cut 40 percent of its summer session last year and will probably hold at that level this year. Pulling some courses taught off-campus onto the BC site.

October 1992
Fall headcount increased 27 percent (from 8,345 to 11,803) reflecting, in part, major cuts in lower division courses at the California State University Bakersfield. The college saved an estimated $45,000 by operating on a four-day work week last summer.

June 1994
Contributions from various departments to the marketing budget resulted in a $17,000 campaign which generated 100 FTES. In focus groups, one-third of the participants said they had seen the radio, television, and newspaper advertising. (Staff presentation, CCPRO Conference, 4/28)

August 1994
The college will join the Kern CCD campuses of Cerro Coso and Porterville in helping to offset past and future district budget shortfalls by taking reserves from the bookstore and cafeteria. (*Bakersfield Californian* 6/16)

October 1994

Plans for a satellite campus have been put off after the failure of Proposition 1C, which would have provided $1 million initial funding for a new campus southwest of Bakersfield on 160 acres of farmland. (*Bakersfield Californian* 7/27)

Cerro Coso Community College

(Ed. Note: There was no information supplied.)

Porterville College

March 1993

The financial aid director estimates that up to one-third of the student population may not be able to afford fee increases proposed by the governor for implementation next fall.

September 1993

The college experienced a 3 percent decrease in student population to 3,197, yet had to turn 200 students away from university transfer courses which were at capacity. The college had hoped for more "reverse transfers" from the California State University's in Bakersfield and Turlock (Stanislaus). (Staff interview 9/22)

August 1994

The new president, Bonnie Rogers, said she plans to work to improve the relationship between the community and the college, including visits to local high schools. (*Bakersfield Californian* 7/8)

January 1995

The new president plans to look at grants to help solve fiscal problems and ask local businesses to help sponsor joint programs. (*Fresno Bee* 9/4)

Lake Tahoe CCD

Lake Tahoe Community College

March 1993

Higher fees and severe weather are blamed for a 31 percent drop in winter-quarter enrollment to 1,936 students. Increased fees for bachelor's degree holders were cited as a reason for small enrollments in some computer science, foreign language, and physical education classes.

August 1994

Projections for the $5.5 million budget are that the college will receive about $39,000 less next year than during the 1993-94 fiscal year. The college intends to start a cross country running program for $6,000. Operational changes to the Child Development Center are expected to cut the subsidy of the facility from $80,000 to $20,000. Only 35 percent of daytime enrollment at the facility are children of college students. (*Tahoe Tribune* 6/28)]

March 1995

Employees have had no cost of living adjustment in four years. This year, the college has unfunded enrollment amounting to 50 students. State funding shortfalls have caused the district to hold back beginning some programs. Increased enrollment and decreased funding has meant larger classes. In 1988, the average class size was twelve students. In 1994, it is nineteen students. (*Tahoe Tribune* 12/29)

Lassen CCD

Lassen College

March 1993
Administrators said future budget cuts may be made among part-time faculty members.

Long Beach CCD

Long Beach City College

June 1992
Has ceased bulk-mailing 200,000 class schedules to every district residence, and has cut the number of printed books to 5,000 for an annual savings of $80,000. The schedules are now only available on the campus.

January 1993
A "golden handshake" retirement plan was accepted by 36 faculty members, whose positions will not be filled at least until next fall, when an evaluation is completed. $2.3 million was cut from this year's budget. Student health fees and transcript fees were increased and cuts were made in the budget for hourly employees. Administrators are being sent copies of department phone bills to review.

June 1993
The college has canceled one of two summer sessions to save $750,000 in staff costs. Thirty-six faculty members took a golden handshake last December, twenty-one classified staff members were eligible for early retirement at the end of May, and another fifteen faculty members may be offered a golden handshake next December. The potential is that nearly one-sixth of full-time staff could have accepted early retirement from December 1992 to December 1993. (Staff interview 5/17)

September 1993
Mail-in registrations were down 21.5 percent because of uncertainty about fall semester fees, but it appears FTES will be only slightly reduced. (Staff interview 9/2)

November 1993
The college has realized a savings of $110,000 annually by discontinuing mailing class schedules and selling them for $1 apiece, $4 by mail. Eighteen 7-11 stores now sell the class schedule, which is delivered by the bookstore and college warehouse vans. The 7-11's make 50 cents a copy. The new superintendent/president has proposed a staff reorganization study. (staff interview 11/5, *CCPRO News*, October issue)

October 1994

Citing two years of financial losses, the Board of Trustees have canceled all noncredit classes for the year. Declining enrollment and rising administrative costs created a $263,000 deficit in the program the past two years. They estimated the program would lose an additional $86,000 this year. The 156 classes last year had an average enrollment of 12, but an average of 25 was needed to break even. (*Los Angeles Times* 9/1)

The college has won a $1.7 million federal grant to, in part, address the fact that more than 35 percent of the students enrolled in fall 1992 did not re-enroll in spring 1993. (*Long Beach Press Telegram* 8/26)

January 1995

Trustees have passed a budget that will slash about 270 courses in January. Classes will be eliminated "across-the-board," including business, mathematics, art, and history. The college is offering about 3,000 courses this semester. Officials will reduce the number of part-time instructors next semester. About ten unfilled nonteaching positions have also been eliminated. The $54.8 million budget, which is below last year's $55.7 million spending plan, includes money for six additional instructors. The college will also have to delay plans to revamp the science building and buy new equipment for the art building because of the failure of Proposition 1C. (*Los Angeles Times* 10/6)

In the past three years, part-time faculty have dropped from 550 to 514, a 6.6 percent decrease. (*Long Beach Press Telegram* 11/4)

A foundation committee raised more than $500,000 for the new music, radio, and television multi-production facility. (Dedication brochure 10/21)

March 1995

After making more than $3 million in improvements to Veterans Stadium, the college has netted $2.2 million in profits from events there, including parking lot fees. The college signed an agreement with the city in 1986 to lease the stadium and surrounding 53 acres for $1 a year for three years. The money for improvements came from an $8.2 million sale of nine acres of college land. (*Long Beach Press Telegram* 1/19)

May 1995

Nearly 46 percent of the 24,000 total students are receiving some type of financial aid. The college also has the largest number of loans granted in the system, 1,500 this year, averaging $2,700. (*The News, CCLC Newsletter* March/April 1995)

A 12-day trip to Thailand and South Korea by five college representatives, including the president, was designed to attract international students for a new language institute at the college. The American Language and Culture Institute will be housed in existing classrooms and fees are expected to range between $1,300 and $1,500 for a nine-week session. The fees would cover faculty salaries and, it is hoped, turn a profit for the college. (*Press Telegram* 3/2)

Los Angeles CCD

Los Angeles CCD

September 1991
1,600 classes in nine colleges were cut in attempt to close a $10 million budget gap. Cuts include 166 hourly instructors and 200 classes at nine colleges. $3.6 million was cut from instructional programs. A local bond issue which would have given $20 million received 62.3 percent support and failed.

April 1992
Dipped into reserves to adopt a $362 million budget and avoid layoffs and class cuts. Enrollment is up 5.6 percent in the nine-college system. Administration cites high unemployment and increasing number of students who could not get into universities. Chancellor estimates the district turned away 50,000 students last fall.

August 1992
The Board of Trustees approved a tentative budget which is $30.5 million less than the 1991-92 document. The $359.5 million budget is a 7.8 percent drop from last year's spending and would freeze employee salaries again. It calls for cuts averaging 5.1 percent in the operating budgets of the nine colleges and a 12.8 percent cut in district administration spending. The colleges have cut course sections and laid off part-time instructors and, last year, employee unions approved contracts in which they agreed to forgo raises in years when the state does not provide an adequate cost-of-living increase. 50,000 students were turned away last year and nearly all district colleges closed summer registration early.

January 1993
The chancellor has announced that the cost of health care benefits for LACCD retirees will soon be greater than the cost of health care benefits for the current work force. He says the district will have to "rework the package" to reduce those costs. He also estimates the district needs $500 million in infrastructure work.

March 1993
The district expects to save $12 million in occupancy costs as part of a $50 million deal to move its administrative offices. A 100,000 square-foot building will combine district operations now held in a downtown office and another outside the city center. Concessions include two years' free rent, free parking, and $3.7 million in interior improvements and furnishings. The rental rate escalates gradually from $12 per square foot to about $25 over the 20-year term.

May 1993
The Board of Trustees directed district staff to devise an office budget reduction plan that does not require layoffs. They voted to increase the district's administrative office budget reductions from 1.4 percent to 7 percent because the nine colleges are slated for cuts between 5.1 percent and 11.6 percent. (*Los Angeles Daily News* 3/25)

September 1993
In a bid to save the district between $7 and $33 million, the chancellor recommended suspending all summer school courses and consolidating redundant programs among the nine campuses. Suggestions included imposing a hiring freeze, overhauling employee benefits, further cutting district office child development, libraries and counseling offices. He and the nine campus

presidents recommended that savings realized from these proposals be spent, in order of priority, on adding classes, giving employees their first pay raises in more than three years, and undertaking long-delayed campus maintenance projects. (*Los Angeles Daily News* 6/10, *Los Angeles Times* 6/10)

November 1993

The board adopted a $378.1 million budget, diverting $5 million in reserve funds to classroom instruction at the district's nine colleges. The trustees distributed $5 million from the district's $6.4 million reserve fund to the colleges in an effort to offer a more complete schedule of courses for the spring semester. The trustees directed a budget committee to come up with ways to cut $1.2 million from the district office budget and $1.5 million in districtwide costs, including legal expenses and publications. The cuts would replenish the reserve fund to $4.1 million. The district last year was $370.5 million. The state slightly increased its allocation to the district this year by nearly $8 million. (*Los Angeles Daily News* 9/2)

March 1994

A revised appraisal of the state's economic situation could require the district to cut an additional $3.2 million from its budget before the end of the academic year. District officials are already operating with $10 million less than in 1992-93. The district's budget for 1993-94 was $378.1 million, with about $238.5 million in unrestricted general funds. Officials dealt with this year's initial shortfall by cutting back the number of classes offered, and deferring maintenance and capital projects on the nine campuses. (*Los Angeles Daily News* 12/15)

June 1994

The earthquake may have resulted in a loss of 3.5 percent of enrollment. District annualized actual FTES is 66,077, which is higher than the early projection of 64,219. (Staff presentation, CCPRO Conference 4/26)

District officials are considering paying $450,000 to a consulting firm to develop a master plan for improving facilities on the district's nine campuses. Trustees say a plan that coordinates capital construction at all of the district colleges would help streamline operations. But some said they are unsure whether the long-term gain is worth the short-term costs. Four of the district's nine campuses are now developing their own master plans, at a cost of about $50,000 apiece. The district budget was cut by $10 million last year. The district is facing further cuts this year, possibly more than $3 million. (*Los Angeles Daily News* 4/11)

The positions of director of students services and director of instructional programs have been consolidated into a new position called senior director of educational services. Also cut was the position of executive assistant to the chancellor. (*Los Angeles Times* 3/11)

August 1994

The $316 million preliminary budget was based on the governor's proposed fee increase, rejected by the Legislature, and cuts in district administration. (*Los Angeles Times* 7/12)

October 1994

After a nine-month nationwide search, trustees picked the district's top fiscal officer, Neil Yoneji, as the new chancellor. He is widely credited with helping trustees cut administrative and other costs to keep the district solvent. He engineered a complex, controversial headquarters building swap last year that enabled the district to save money. (*Los Angeles Times* 9/9)

January 1995

The Board of Trustees adopted a new policy to require qualified law firms to compete for legal work by making fixed-price bids to handle cases. The district spends $6 million annually on legal expenses. (*Los Angeles Times* 11/23)

The district's $150,000 spring student recruitment campaign will include $36,000 for a 6 month campaign with 90 moveable billboards. The 5'x11' billboards will be customized to feature the most local of the nine campuses. The 8-week radio campaign will focus on commute hours. (staff interview 11/18)

New chancellor Neil Yoneji is credited with helping trustees cut costs to keep the district solvent when he was the top fiscal officer. He engineered a headquarters building swap last year that enabled the district to save money. The board president said Yoneji was selected because he was the best suited to help the district through tough fiscal times. (*Los Angeles Times* 9/9)

Under the early retirement plan for faculty adopted by the Board of Trustees, 43 percent of the district's full-time 1,683 tenured faculty members, those 55 or older, would be eligible for the incentive. Estimates are that up to 300 of the 719 eligible teachers, about 18 percent of the total faculty, might accept the offer. Under the plan, those eligible would have an extra 7 percent of their final basic salary added to their retirement pension in a lifetime annuity. The district could save about $20 million over 10 years if 165 instructors retired and the district replaced 75 percent of them with full-time instructors, filled 12.5 percent with part-timers and left 12.5 percent vacant. (*Los Angeles Times* 11/24)

March 1995

The district spends about $75,000 a year on overseas student recruitment. The 2,500 foreign students contribute $7 million annually to the nine district campuses. Unlike fees charged to resident students, fees generated from out-of-state residents go directly into the district's general fund. (*Los Angeles Times* 2/12)

May 1995

The Los Angeles College Guild reports that as many as 300 faculty members will take advantage of a retirement incentive and leave the district by the end of this semester. (*CFT Perspective* 4/95)

September 1995

The district board considered and rejected the imposition of a special tax assessment on 1.1 million pieces of property, which could be levied without voter approval by creation of a "Recreation Improvement and Maintenance District." Creation of the new district would have allowed LACCD to assess properties based on estimates of how much they benefit from maintenance and installation of landscaping and other campus improvements. The district could have raised $8.9 million a year by charging property owners $4 per single-family home, $16 per commercial parcel and $17 per multifamily tract within the district. The chancellor estimated that the revenue could allow the district to increase class offerings by 10 percent. (Staff interview 8/9, *Community College Times* 7/11)

The trustees agreed to offer an early retirement incentive to administrators, in part because the benefit was given to faculty earlier in the year. The "golden handshakes" would cost $2.94 million if all 42 administrators eligible for retirement were to do so. The extension of the plan to administrators is the first step in a plan to offer the incentive to all 2,000 nonteaching employees. (*Los Angeles Daily News* 6/2)

East Los Angeles College

April 1993
The college has decided to reduce the number of summer session classes. (*Los Angeles Daily News* 2/25)

June 1993
As part of a $1 million reduction in the college's $19.4 million budget, the football program, with a $110,000 budget—has been cut. Budget funds which have been reduced include travel and janitorial services. Thirty faculty vacancies have not been filled. (*Los Angeles Times* 5/10)

November 1993
The college cut 108 fall semester courses after the district, last year, was forced to divert about $5 million to provide classes and services when East Los Angeles was 4,000 students over its cap. A biology student was 41st on the waiting list for one of his classes. (*Los Angeles Times* 10/24)

Los Angeles City College

August 1992
2,379 students were on waiting lists for 164 summer session classes.

Los Angeles Harbor College

August 1992
Canceled its summer session.

Los Angeles Mission College

August 1992
More than 2,600 students sought to enroll in summer courses which could accommodate only 1,600.

June 1993
Only 30 summer session courses will be offered and all are expected to be at capacity. (*Los Angeles Daily News* 5/12)

September 1993
The number of new students fell by nearly a third to 1,417, compared with last fall. The college did not cut course sections. Total enrollment fell 15 percent to 5,365. (*Los Angeles Times* 8/25)

June 1994
Enrollment losses have forced the college to drop 52 classes, 27 of them in the wake of the Northridge earthquake, from its spring semester offerings of 600 courses. Enrollment was 5,695 students, down about 10 percent from the same time last year. (*Los Angeles Daily News* 2/11)

An administrative analyst position in the office of the president has been cut and the person reassigned. (*Los Angeles Times* 3/11)

Los Angeles Pierce College

May 1991

The college borrowed $90,000 from the student association in 1990-91 to meet budget shortfalls, and for efforts such as football field improvements, gardening staff overtime, chamber of commerce membership fees, and keeping the library open on Saturdays.

September 1991

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March 1993

Spring semester headcount dropped 10 percent, including a 30 percent drop in the number of new students. Nearly $2.8 million has been targeted for cuts in a proposed 1993-94 budget that spends about 90 percent of its funding on salaries. The Governor's Proposed Budget would leave Pierce with a budget of about $21.5 million, which is what the college is paying for personnel this year. The college is considering options which include leasing vacant farmland on a corner of the campus. The college has canceled its summer session.

April 1993

The college faces a $3 million shortfall under the governor's budget proposal. The college will cut its fall schedule by 10 percent, 200 classes, to about 1,800 courses. The departmental council, academic senate and college council have recommended canceling the summer session. (*Los Angeles Daily News* 2/25)

May 1993

The college will conduct its summer session using a portion of a $250,000 reserve fund which will be split among Pierce, Valley, and City colleges. The college may be forced to eliminate 130 fall and some spring semester classes to accommodate the six-week summer program for 1,500 students. In the past, the $450,000 program has served nearly 5,000 students. The college had previously planned to eliminate the summer session to offset a $3 million shortfall. The college is operating with a $21.5 million budget. Two years ago, the budget was $25 million and three years ago, $27 million. This fall, the college will have 30 fewer part-time instructors and 16 retirees will not be replaced. (*Los Angeles Daily News* 3/25, news release 4/30)

June 1993

The college has dropped 130 classes from its fall semester, and as much as one-third of the curriculum could be cut next spring. By the fall of 1994, it is estimated the student population could fall by one-third to 13,000 students, and the faculty could be pared to a full-time staff of about 250. The college is considering a joint venture for an on-campus driving range to bring in more revenue. (*Los Angeles Times* 5/4)

September 1993

More than 130 classes were cut, and first-day enrollment ended up down 13 percent (15,716) from the previous fall. It is the third straight semester in which headcount has fallen. (*Los Angeles Times* 8/25)

August 1994

The college held a fund-raising walk on July 4 in support of a renovation project at the campus farm. Proceeds will be used to reseed pastures, repaint barns and repair fences. Corporate donors will be given the opportunity to sponsor an animal on the farm and have the company name appear on a wooden cutout farm animal. (*LA Pierce News* 6/14)

May 1995

The college will make cutbacks in four industrial arts programs, citing low enrollment. College officials contend that no instructors will lose their positions. Some would be reassigned and some could take advantage of early retirement, if eligible. A committee and the college president, in determining where to cut, used a formula that compares enrollment to how much buildings are used. (*Los Angeles Times* 3/22)

The college will add a golf driving range in the hope of bringing needed revenue to the campus. The Board of Trustees has agreed to pay an architect $85,000 to do the design work for the estimated $1.5 million project. Sierra College is currently developing a driving range and Saddleback and Merced colleges already operate such facilities. (*Los Angeles Daily News* 3/30)

September 1995

This fall, the college will solicit bids from developers to build and manage a 10-acre golf driving range with 45 tee stations. According to a feasibility study, the driving range could generate $160,000 annually for the first three years of a 10-year lease. Eventually, the college would earn an additional 85 percent of gross revenues above $675,000. (*Los Angeles Daily News* 7/17)

Los Angeles Southwest College

(Ed. Note: There was no information supplied.)

Los Angeles Trade-Technical College

April 1993

The college has decided to reduce the number of summer session classes. (*Los Angeles Daily News* 2/25)

Los Angeles Valley College

August 1992

The college had 115 summer course sections and more than 5,000 students applied for the 2,400 openings.

April 1993

The college is considering reducing its fall course offerings by about 5 percent or 70 classes, and its spring schedule by 10 percent, which amounts to 140 classes. (*Los Angeles Daily News* 2/25)

May 1993

In an effort to save $1.8 million to balance next year's budget, 70 course sections have been cut, 14 temporary teaching positions eliminated, and 3 counseling positions left vacant. Another $100,000 will be saved by reducing the student employment budget by half. The balance of the savings will come from class reductions, cuts in the child-care center and the disabled student services program, and other programs. The college budget was $23 million two years ago. This year it is $21 million. (*Los Angeles Times* 4/22)

September 1993

The fall semester opened with 11 percent fewer classes (174) than last fall and first-day enrollment was down 11 percent to 15,736. (*Los Angeles Times* 8/25)

West Los Angeles College

August 1992

More than 540 students were on waiting lists for the college's 60 summer course sections.

Los Rios CCD

Los Rios CCD

August 1992

There are 47 percent more summer students than five years ago.

October 1992

When fall enrollments were flat at the district's three colleges, the board voted to allow a ten-day grace period to drop classes without penalty if the state budget increased fees. Individual colleges blamed some of the big decreases in part-time and evening enrollment on intensive media coverage of proposed fee increases for students with 90+ units and/or bachelor's degrees.

January 1993

The district got 1,500 responses from a survey of bachelor's degree holders. One-third reported annual household incomes of less than $25,000, and one-half said they would not be able to continue their education this fall, primarily because of increased fees.

June 1993

An enrollment study found, between last spring and this spring, a 12 percent decline in overall enrollment among whites and a 10 percent drop among African-Americans. The study also disclosed a sharp drop in enrollment for transfer goals. Districtwide, the district suffered an 8 percent decline in enrollment. (*Placerville Times* 5/10)

September 1993

Fall headcount is down about 3,000, a 7 percent decrease, but the total number of hours spent by students in class each week is up 2 percent. A conclusion: more students who are just entering higher education may be heading to community colleges, while older students looking for refresher or retraining courses are likely being turned away by fee hikes. (*The Sacramento Bee* 8/20)

March 1994

Los Rios colleges reported 47,514 students have enrolled for the spring semester at Sacramento City, Cosumnes River, and American River colleges, as well as the Folsom and El Dorado satellite campuses. The figure marks a 1.4 percent increase over last year. The most dramatic change has been in daytime enrollments, which are up 6 percent, while evening enrollment has declined by 7 percent. The shift is attributed to the differential fee for students with university degrees. (*Sacramento Bee* 2/12)

June 1994
The three Sacramento-area colleges reported a 1.4 percent jump from a year ago, with Sacramento City College up 3.5 percent. The differential fee has caused more than 50 percent of university degree holders to drop out, while high school graduates are increasingly coming to the colleges for their first two years of higher education. (*CCLC News* March/April)

August 1994
District advertising in the Sacramento daily newspaper lists all three colleges and emphasizes that, by spending the first two years at a community college, students can save from $2,600 to $7,000 in tuition and fees, and still have guaranteed university transfer. (*Sacramento Bee* 7/25)

January 1995
The district is seeking to increase the $1 million it receives from the private sector in funds and equipment for vocational programs. Automotive technicians are being trained for Toyota at American River College and similar classes for Ford and General Motors are offered at Cosumnes River College. At Sacramento City College, students learn recreational vehicle repair in classes underwritten with $250,000 in materials and supplies from the Recreational Vehicle Industry and Dealers Association. (*Sacramento Bee* 11/14)

American River College

March 1993
Eliminated the Saturday program.

March 1994
Fifty-one spring semester classes were canceled, many because they did not reach the twenty-student enrollment minimum. The dean of arts/home economics reported that three hospitality classes and two theater arts courses were canceled. In business, there were cuts in public administration, but three classes were added in accounting and computers. The baseball team has set up fund-raisers to purchase jerseys and field grooming equipment. (Student newspaper 1/27)

August 1994
The college mailed brochures to residents of the area near the Fair Oaks high school which houses an off-campus center, detailing 17 courses available in the fall semester. One week has been designated for registration and fee payment at the high school site. Textbooks can be purchased there when classes begin. (*July Sunrise Center* brochure)

The college has also mailed a tabloid publication with campus course listings.

January 1995
The college budget committee has developed funding priorities, but no major cuts have been necessary this year. To maintain its enrollment numbers, the college sends by direct mail a tabloid to 200,000 residences listing semester courses as well as a separate schedule listing classes at its three off-campus centers. Students can apply and register at the centers, one located at an Air Force base and another at a high school. (ARC mailers 1/19, staff interview 3/3)

Cosumnes River College

September 1991
By August 8, registrations were 43 percent higher than at that point in 1990.

August 1992
There have been no layoffs or service cuts for the fall semester, but a number of late-starting short courses have been trimmed. CRC will combine some classes with neighboring Sacramento City College. Headcount is down 12 percent for evening enrollment and up 6.5 percent for day registration. The Placerville off-campus center recorded a 17 percent drop in evening registration. The decreases in evening enrollment were blamed, in part, on heavy publicity about possible steep increases in fees for students with 90+ units.

October 1993
Headcount is down 12 percent for evening enrollment and up 6.5 percent for day registration. The Placerville off-campus center recorded a 17 percent drop in evening registration. The decreases in evening enrollment were blamed, in part, on heavy publicity about the governor's proposal for steep increases in fees for students with 90+ units.

June 1993
The college generating revenue by renting space on restroom walls for advertisements for health clubs, limousines and computer stores. Creative Billboards carries the contract for ads. Inside, patrons cannot comb hair, flush toilets, or wash hands without seeing at least one panel of ads inside 18-by-18 inch acrylic cases. The money raised, about $6,000 this year, is spent on speakers, cultural events, scholarship banquets, new student orientations, and retirement receptions. (*Sacramento Bee* 5/29)

November 1993
"*With scarce resources and little or no uncommitted faculty time, it may be up to technology to fill the gap*," according to the Cosumnes newsletter, which announced that the college will receive a Title III grant of $350,000 for each of the next five years. One element calls for instructors to create individualized instruction or supplements to their classroom lectures or labs and make them available for students to continue study beyond the classroom. (*CRC Progress*, September issue)

March 1994
A joint effort between the City of Sacramento and CRC is taking shape in development of the Community Bowl, a combination baseball and soccer field. In 1988, the college turned development of the property over to the city to build the facility. The college and city will share use of the sports complex. The Bowl will join a 3,000-seat gymnasium, currently under construction. The gym is being constructed by the NBA's Sacramento Kings, which will use the facility for practices. Ground will be broken next year on a performing arts complex, to be completed in 1995. (*CRC Annual Report* 1993)

March 1994
Placerville Campus—For the first time, five college courses will be offered day and evening at Amador High School in Sutter Creek. Courses will be offered in the early morning hours, before high school classes start, for persons who have to be at school or work at 9 a.m., as well as in the evenings. (*Cosumnes River College Progress* 2/94)

October 1994

During the last academic year, 740 students enrolled in 23 classes offered through distance learning. The Instructional Television Fixed Services Unit has allowed the college to expand its fire technology classes and offer teleconferences to groups such as the California Board of Registered Nursing. The results of a survey taken in the spring indicate a high success rate among distance learners. Sixty percent said they would take other distance learning classes. (*CRC Annual Report*)

May 1995

The Hewlett-Packard Company has donated more than $12,000 in computer equipment to the college's Folsom Lake Center. The six additional stations will make available more than 460 additional hours per week for student use in computer applications. (*Progress* staff newsletter, 3/95)

Sacramento City College

September 1991

Nearly 40 percent of fall semester classes were filled by August 8.

April 1992

By the first day of open enrollment for the spring semester, 540 of 2,200 classes had been closed because they were at full capacity. The college is serving 1,700 unfunded students. No longer mails class schedules.

June 1992

An observer reports 20 students, some holding out tape recorders, in one English class were standing in the hallway outside an overcrowded classroom while the lecture was proceeding.

August 1992

Headcount is down .4 percent. Officials cite student fears of higher fees, which received much play in the media in this capital city. In response, the Los Rios District Board voted to grant refunds without penalty if fees go up.

October 1992

Headcount is down .4 percent. Officials cite student fears of higher fees, which received much play in the media in this capital city. In response, the Los Rios District Board voted to grant refunds without penalty if fees go up.

June 1994

The college has hired a dean of athletics, physical education, and health as part of an athletics department reorganization. Another man has been appointed as the athletic director, adding the duties as an assistant baseball and football coach. Until a retirement in the spring, the men's athletic director and dean of athletics positions were the same. There was also a women's athletics director position, held by an interim dean. Splitting the two positions will not cost the college more money, and the new AD appointment is being considered a reassignment. (*Sacramento Bee* 7/22)

The district Board of Trustees has voted to build a learning resources center at the existing site of the library, at a cost of $18 million. According to district figures, maintaining the existing 57-year old library would cost about $100,000 a year. Preservationists want to maintain the current site, but trustees are unsure if they could obtain financing to locate the new center on another site. (*Sacramento Bee* 5/24)

January 1995
The demand for vocational classes is high. There were 108 applications for 35 slots in this year's physical therapy program. The program is paid for with a $56,000 grant from the Hospital Council of Central California. It put up the funds because of a shortage of qualified physical therapy assistants available for its member hospitals. (*Sacramento Bee* 11/14)

Marin CCD

Marin, College of

May 1991
450 classes and 31 M&O/clerical jobs cut to save $700,000 ($4 million shortfall). Cuts include 25 percent of English classes, half of summer math classes and one-third cut in biology. Waiting list of 2,000 expected for English in the fall.

September 1991
Four hundred fifty classes and thirty-one M&O/clerical jobs cut to save $700,000 ($4 million shortfall). Cuts include 25 percent of English classes, half of summer math classes and one-third cut in biology. Waiting list of 2,000 expected for English in the fall.

April 1992
Will not exceed the number of summer classes offered in 1991, when offerings were cut in half. Made $300,000 in cuts during this year and must cut $1.5 million from 1992-93 budget. No new sections were opened this year. Will cut back the mailing of 103,000 class schedules to a handful of zip codes.

March 1993
The college has canceled classes with enrollments of fewer than 20 students. Spring semester enrollment fell 8 percent and courses were cut in business, computers, English, history, math, physical education, and Spanish.

May 1993
The college has invited community leaders to participate in "College 2000," a forum to begin the process for a new master plan for the district. The focus will be on three topics: program priorities in light of decreased funding; how to expand programs at the under-utilized Indian Valley Campus; and how to acquire updated instructional equipment. There are no instructional funds in the budget. (Press Release 4/27)

March 1994
The Board of Trustees voted 4-3 against the creation of a maintenance assessment district which would have levied a "minimal" parcel tax to raise funds for campus maintenance. The decision was based on a combination of factors, including pressure from local taxpayer groups and board concerns that there would be no method to address needs of senior citizens and low income and special needs populations. In exploring the option, the board was primarily seeking ways to resolve deferred maintenance needs at its Kentfield and Indian Valley campuses. Under the obscure 1972 law, a part of the *California Streets and Highways Code*, the trustees could have imposed the tax without a public vote. The tax would probably have been between $20 and $30 per land parcel and would have had to be renewed each year. It allows agencies such as school, fire and water district to levy taxes

but has never been used by a community college district. The district faces a $1.5 million deficit by the end of 1995. The two-campus district has a $28 million budget which will have a $500,000 deficit this year. (*San Francisco Chronicle* 1/6, *San Francisco Examiner* 1/4, Staff interview 2/9)

August 1994

Instructors will set aside their salary increases to create a $200,000 scholarship fund. Their hope is that the fund will help bolster flagging enrollments. The scholarships will make available up to $400 per semester for new students taking a full load. The college has cut the equivalent of 2.5 full-time teachers for the upcoming semester and faces the prospect of cutting seven more by the spring of 1995. (*Marin Independent Journal* 5/28)

The trustees voted to cut classes, programs and staff to balance the $29 million budget. Reductions include $146,000 across-the-board line item cuts for things such as pencils, paper and travel expenses. There was also a savings of $220,000 because the college is self-insuring its employee benefits. Classes were cut 3 percent, causing layoffs of several part-time faculty. The budget leaves the district with a $268,000 ending balance, or a 1.1 percent reserve. (*Novato Advance* 7/6)

October 1994

The college and local officials worked with Assemblymember Vivian Bronshag to successfully amend a bill to insure that Marin County would retain $5.8 million in local property taxes paid into the Education Revenue Augmentation Fund (ERAF). State community college officials had proposed transferring the funds to Santa Rosa Junior College in Sonoma County which had not received its full ERAF allocation. Marin officials countered that the state constitution requires all property taxes to be spent in the county where they are generated. The governor signed the bill September 30 and the Marin County Board of Supervisors agreed that the college would receive about $533,000 from this fund to cover its state funding shortfall. About $300,000 will be given to Santa Rosa Junior College in recognition of district parcels in Marin County. (Staff interview 10/7)

The trustees passed a budget which reflects reduced spending in most areas as well as a 3 percent cut in classes. The president said that if the state had met its commitment each of the last five years, the college would have more than $2 million, rather than $268,000 in the reserve fund. The budget projects expenditures of $24.2 million, a reduction in $213,000 from the previous year. (*Ebbtide* 7/12)

The scholarship fund created when the faculty voted to defer its salary increase went into effect July 1. More than $108,000 was awarded in the fall semester to 400 students, including 175 continuing students who increased their course load to a full load. (Staff interview 10/7)

January 1995

The district has a backlog of $7.7 million in repair jobs, dating back to 1979. Unfortunately, the state awards funds for repair projects on a "deferred maintenance" basis, which means 50 percent of the cost. The district has been able to come up with $200,000 for this year so that, if the state matches it, there will be $400,000 for repairs. The state has accepted as a deferred maintenance item repair of the Indian Valley Campus pool, but the college will still have to come up with $150,000. Other top priority items include seismic retrofitting of library shelves, air conditioning replacement and reroofing. (*Pacific Sun* 11/6)

May 1995

The College of Marin will take over the instruction program on Mt. San Jacinto campuses this summer and the board may consider contracting out fall and spring semester classes as well.

Without the summer agreement, 1995 would have been the second summer in a row without classes at Mt. San Jacinto. The College of Marin will provide approximately 100 day and evening classes to 2,500 students on two MSJ College campuses for a six-week period beginning in June. Marin will pay support costs to operate the program. In return, Marin will have the enrollment counted on its ledger, which helps it protect its state enrollment-based funding level. Last summer, Imperial Valley was the host and Grossmont-Cuyamaca CCD the contracting college in a similar arrangement. (MSJ College news release 3/22, *Communiqué* staff newsletter 4/13)

Mendocino-Lake CCD

Mendocino College

April 1992

Headcount reached an all-time high of 4,946 in the spring semester, a 3 percent increase over the fall semester. Enrollment since the fall of 1990 has increased 10 percent. The average student age has dropped from 29 to 27. The California State University and the University of California "reverse transfers" are cited.

June 1992

Enrollment was at a record high during the spring semester, with nearly 5,000 students, 800 of them carrying 12 units or more. The college is moving heavily into contract education.

October 1992

Headcount is 10 percent above fall 1991 totals. Only low enrollment courses are in real estate.

April 1993

The college is considering a plan to cut 22 course sections next fall in order to save $87,000 in part-time teachers' salaries. Art, music, and drama courses will take most of the cuts. (*Fort Bragg Advocate-News* 2/11)

May 1993

Vocational programs and services such as the number of days of registration is offered will be reduced in order to save on personnel costs and other overhead. Course sections will be cut at the main campus and two off-campus sites. (*Willits News* 4/7)

June 1993

Cuts in course offerings, a four-day work week during the summer, and a shorter registration period will be implemented during the next academic year, when the college expects to cut $600,000 from the $8 million budget. Reductions will also be made in instructional and operating supplies. Staff cutbacks will be accomplished through attrition and a golden handshake program. (*Ukiah Daily Journal* 5/22)

September 1993

In order to meet a .5 percent cut in the budget ($600,000), the college offered early retirement, cut the operating budget, reorganized, and did not fill vacant positions. (*Record Bee* 7/17)

August 1994

There could be as much as $300,000 cut from the $9 million budget for fiscal 1994-95. Initial estimates place the 1993-94 deficit at between $100,000 and $150,000. (*Ukiah Daily Journal*)

September 1995
The college has installed a computerized energy management system projected to save $68,000 a year in the annual energy budget of more than $300,000. The college has already received more than $63,000 in incentive rebates from PG&E. (*Ukiah Daily Journal*, 5/10)

Merced CCD

Merced College

May 1991
Faces $1.3 million deficit. All department budgets cut by 20 percent. President Jan Moser and four vice president's will take 20 percent cut in travel next year. Summer employees have gone to 10-hour days and four-day work weeks to save on power costs.

September 1991
Faces $1.3 million deficit. All department budgets cut by 20 percent. The president and four vice president's took 20 percent cut in travel costs. Summer employees worked 10-hour days and four-day work weeks to save power. Fall headcount is up 5 percent to 8,200.

June 1992
A four-day week, 10 hours each day, which saved more than $16,000 in utility costs last summer has been implemented again. During the three-day weekends, the library will be closed and the AC will be shut off, as will heating and lights for the pool. This overcrowded college of 16,000 has students trying to enroll who were unable to get classes at Modesto Junior College, Fresno City College, and the California State University, Stanislaus. Only 2,500 were admitted for the summer session. Merced County has the highest unemployment rate, 19 percent, in the state.

October 1992
The budget has been cut 20 percent for a college library in which only 7 percent of the books are less than five years old. The book budget was cut to $7,000 and the budget for periodicals was cut by $3,000. Hours have been reduced and some personnel laid off.

April 1993
The college will try to save $144,000 by not filling four vacant teaching positions. (*Modesto Bee* 4/2)

May 1993
The college has "unfunded" the men's and women's cross country team and the golf team. The college cut 18 percent of its athletic budget, $36,500, by cutting the three teams, transportation, supplies, lodging, and meals. Next fall, students will be charged by campus security officers to have their cars unlocked, batteries boosted and spare tires mounted. The move is expected to gain $5,000 in revenue to put toward the district's $2.2 million budget deficit. The college has contracted with a Southern California firm to put a language center on campus as part of its Foreign Language Institute. Within two years of operation, the district hopes to earn the $50,000 it will spend on the program and gain a $50,000 profit by recruiting foreign students. The district can bring in $300,000 by enrolling 100 foreign students. The $22 million budget will have to be cut by an estimated $2.2 million next year. (*Merced Sun-Star* 3/19, 4/7, *Modesto Bee* 4/23)

June 1993

A survey of 650 students showed that 26 percent said they were unable to enroll in the number of classes they wanted this year. Of those, 67 percent said their decision was based on their inability to pay the fees or for books. Students were also asked if they could afford a fee increase to $25. About a quarter of the students said they did not know and another 23 percent said they would not return under those circumstances. At the college, 37 percent of students who do not qualify for financial aid will if fees increase. (*Merced Sun-Star* 4/21)

September 1993

Summer enrollment was up 50 percent over last year in response to a marketing campaign and higher demand. (*Modesto Bee* 6/23)

March 1994

The college business manager said the district planned for a property tax shortfall, so it could absorb the $280,000 loss that resulted. (*Modesto Bee* 2/10)

The college is one of eight in the state to quit offering low-interest federally-guaranteed student loans. A third of the college's borrowers defaulted on loans from 1988 to 1990, compared with fewer than one-fifth at colleges of all types statewide. (*Valley Times* 2/28)

June 1994

Thanks to a nearby landowner, the college has a chance at expanding its Los Banos campus on a site 13 times bigger than the current location, to 133 acres of undeveloped land. The owner is Southern California-based Victor Valley Associates, which handed over the title with one stipulation: that the college "establish a presence" there within 12 years. College officials say it will be three to five years before they do anything on the site, and even then, they will probably move portable classrooms there. The college would pin hopes on placing these projects on a future bond measure. (*Modesto Bee* 4/18)

October 1994

Second-week headcount was 6,477, a 400-student, 6 percent drop from the fall of 1993. (*Modesto Bee* 9/5)

March 1995

A 9.8 percent drop in spring semester headcount, from 5,990 last spring to 5,405 this spring, was linked to the decrease in staffing at the air force base in neighboring Atwater. Castle AFB is scheduled to close in September. (*Modesto Bee* 1/19)

September 1995

Three years ago, the college's international student enrollment was 40. In 1994, it increased to 65. That represents an additional $75,000 netted by the college. (*Modesto Bee* 8/28).

Closure of Castle Air Force Base has been blamed for a 10 percent drop in fall semester enrollment. Even so, college officials, bracing for a doubling of enrollment over the next 20 years, have devised a plan that calls for a major expansion of the main and Los Banos campuses. A report said enrollment could jump from 11,380 students to more than 20,000 in the next 20 years. The college may have to place more emphasis on vocational training. Vocational courses comprise 24 percent of academic offerings. (*Modesto Bee* 8/15, 7/24)

Mira Costa CCD

Mira Costa College

April 1992

Stopped mailing 120,000 class schedules last fall and it has worked out well. Enrollment management committee shortened late registration from two weeks to one week. College is scheduling the smallest summer session in five years. Eliminated 8 of 12 intercollegiate sports, all those coached by part-time instructors: baseball, soccer, softball, men's tennis, men's track and cross-country, women's volleyball, and women's basketball. AD will be retiring, position will not be filled.

May 1993

The college will begin its first student recruitment advertising campaign in two years to try and boost summer session enrollment. (Staff interview 4/15)

June 1993

The $29.4 million tentative budget allows the hiring of four instructors, but all new vacancies are undergoing a tight screening process. The district is also looking closely at class size and leaving open the option of canceling small classes. (*Blade Citizen* 5/20)

November 1993

The number of students with university degrees dropped 66 percent this fall, from 876 to 295. The spring semester decrease in degree-holders hit 50 percent. Overall opening day headcount dropped 9.8 percent. (*Blade Citizen* 8/25)

March 1994

The foundation received $46,000 for scholarships from the Anna L. Cardwell trust and raised an additional $11,000 from the end-of-the-year annual giving campaign. Spring semester enrollment is down 4.5 percent from spring of last year, but FTES have increased. The college has received 63 applications for the president/superintendent position and the board hopes to announce a new CEO as early as April 15. (MiraCosta news release 12/3, *Blade-Citizen* 2/5, staff interview 2/17)

January 1995

The governing board has approved a policy giving the president of the Classified Employees Association 50 percent release time to participate fully in shared governance. Included is four hours release time per month for Classified Executive Council representatives and eight hours per month each for the vice president and treasurer of the council. The college does not have collective bargaining and the Classified Employees Association represents interests of classified employees in the shared governance structure. Three new buildings housing math, foreign language, science, drafting, and writing labs will open in the spring semester, paid for with $8 million in 1992 Proposition 152 funds. (Staff interview 12/15)

Monterey Peninsula CCD

Monterey Peninsula College

May 1991
Facing a $687,000 deficit the college may cut 100 classes and $500,000 in student and part-timer jobs

April 1992
Nearly 100 classes were cut last quarter, with an enrollment management committee considering more.

June 1992
Spring semester headcount was up by 619 students, about 9 percent over the same period last year. Administrators credit a "bring-a-friend" campaign which was an attempt to increase the revenue base by $200,000 by increasing the number of full-time students. The increases occurred despite the cutting of 40 course sections after one-third of the student body had registered. The cuts were made after mail-in registrations yielded five or fewer students in those courses.

May 1993
Over the past year, the college has cut about 100 course sections, laid off about 100 part-time instructors and canceled its electronics program and men's tennis team. Headcount fell by nearly 15 percent in the spring and MPC expects to lose 30 percent of its students by this August, when Ford Ord begins to close. (*Monterey Herald* 4/16)

June 1993
Fall enrollment is expected to drop by 30 percent because of fee increases and the closure of Fort Ord. About 15 percent of MPC's students are connected to Fort Ord in some way, with 1,300 employees, soldiers and their dependents served through the base educational center. The differential fee cut the number of degree-holders from 2,200 to 600 this spring. When employment vacancies arise, a review committee evaluates whether the position should be filled. (Staff interview)

November 1993
The college anticipated a 30 percent decline in FTES from fall 1992 to fall 1993, half the decline as the result of differential fees and half due to the closure of Fort Ord. The college previously offered 50 courses to 1,300 students on the military base, staged in eight-week cycles six times a year. College planning for the base closure resulted in: bargaining that resulted in retirement incentives and changes to the employee health plan, position review, program review, expenditure freezes, schedule review, expanded recruitment, an energy-savings program, and protective legislation. Each of the processes resulted in expenditure reductions and the college continues to be involved in the planning for re-use of Fort Ord. (Staff letter 10/8)

The Board of Trustees has approved travel plans for two staff members to Europe, Asia, and Latin America to recruit international students. (*Monterey Herald* 9/1)

August 1994
The Board of Trustees joined their counterparts at Cabrillo and Gavilan colleges in urging that the planned the California State University at Monterey Bay not offer lower division courses for the first three years. The district boards adopted a resolution asking that they bear the sole responsibility for

teaching freshman and sophomore classes. MPC believes its programs could be harmed without a phase-in period. This blow would come on top of a 20 percent drop in students in 1993-94. (*Santa Cruz Sentinel* 6/14)

October 1994

The Board of Trustees has approved the establishment of the Monterey Peninsula College Training Institute. The operation will provide training for businesses that need quick training for employees on subjects ranging from new computer programs to language acquisition. MPC's need for students and the funds they bring is strong. The school's student population has dropped since the Ford Ord closure. Its Fort Ord campus, now closed, served up to 1,500 students every eight weeks. There have also been discussions about the creation of a golf academy through the institute, which would provide seminars on the management aspects of golf. (*The Monterey Herald* 8/3)

January 1995

When nearby Fort Ord was shut down last year, it meant the end of 30 eight-week satellite classes which drew 1,300 students per cycle in 1992-93. The district had a 17 percent drop in headcount from 6,400 to 5,400, instead of a potential 30 percent decrease, because the college became active in developing instructional agreements and contracts. The college has applied for land for a satellite campus on the former Army base and is negotiating to administer a peace officers academy there. (*Community College Week* 11/21)

March 1995

Aggressive recruitment of new students may be responsible for generating enough revenue to get the college off a so-called "sick list" of colleges believed by the state Chancellor's Office to be in danger of fiscal problems. The college lost 12 percent of its student population two years ago due to fee increases and the closure of Fort Ord, where 1,200 students took MPC courses. The college's ending balance for the last fiscal year was $2.24 million, enough to give faculty and staff their first raise in four years. (*Coast Weekly* 12/15)

May 1995

The college has received accolades from the accrediting commission that two years ago raised serious concerns about the college's stability. The team from the Western Association of Schools and Colleges called MPC "dedicated and diligent" in its response to concerns raised in the previous report and said the "success is close to miraculous given the closure of Fort Ord." Two years ago, the college, with a $20 million budget, was dipping into reserves, leaving only about $400,000 in reserves when it should have no less than $600,000, according to the state Chancellor's Office. College officials froze spending and negotiated agreements with unions regarding health insurance. The unions agreed to move to a managed care plan and an increase in their deductibles. The college developed instructional agreements with San Francisco, Sacramento, and local law enforcement agencies, providing programs through MPC's Police Academy. Because of the law enforcement program and renewed contacts with local high schools, the college had only a 10 percent loss in students and now has about 9,000. By the end of the 1992-93 fiscal year, MPC had increased its ending budget balance to more than $1.2 million and by the end of 1993-94 had increased that to $2.5 million. (*Monterey County Herald* 2/10)

The district is at impasse with both employee unions, with salary as the principal difference. (Staff interview 5/25)

Mount San Antonio CCD

Mount San Antonio College

September 1991
The 1991-92 budget represents $1.6 million less than previous year.

April 1992
Cut 3 percent of fall semester courses on top of a 10 percent reduction from the previous fall. The 1991-92 budget was reduced 7 percent.

March 1993
A preliminary budget report predicts the college could face a deficit of up to $11 million if the governor's budget proposal is enacted. The board of trustee's newsletter cites projections which, "estimate that Mt. SAC could suffer a $4.7 million deficit this year and a deficit of between $6.4 million and $10 million, with bankruptcy possibly, in 1994-95 if no intervening action is taken." Budget-cutting proposals include the reduction of staff positions through attrition, reduction of unfunded students, rejection of capital projects which would also require district funds and elimination of programs through restructuring. There is already a virtual hiring freeze.

April 1993
Proposals by the vice president of business services which could save the college an estimated $2 million in 1993-94 include a reduction in FTES by 700, leaving nine faculty positions vacant, three managerial positions unfilled, and reducing classified staff by 10 percent through attrition. The savings would be $5,000 per position if full-time faculty assignments were filled by part-time instructors. The proposals take into account a potential 11 percent budget cut, as proposed in the governor's budget. (Staff newsletter 2/93)

June 1993
A budget update projects that the college will end the 1992-93 academic year with a shortfall of $3.8 million, the first deficit spending in six years. Preliminary estimates for next year project the budget reserve will be cut by $7.7 million, "and will be gone the following year." Cost reduction measures include a 67 percent cut in conference and travel expenses, a reduction in library book funding and closing the Pomona Center. (*District Board Report* April 1993)

September 1993
The board has approved a restructuring plan which eliminates or reorganizes management positions into seven teams and an executive management team. The plan will result in an annual savings of $311,000 by cutting four positions. Some of the features include replacing the director of counseling and matriculation with an elected chair, eliminating the director of auxiliary services position, and replacing the director of printing with a non-management lead printer. (*Board Briefs* May 1993)

November 1993
The college cut more than 700 classes over the past two years, but a resurgence in continuing students caused Mt. SAC to add 100 course sections this semester. (*Los Angeles Times* 10/24)

June 1994
Despite the prediction of a $5.8 million deficit and a 5.2 percent reduction in state funding for Mt. SAC next year, the forecast for the college's 1994-95 budget may remain without accurate data until after the November statewide election. In the next two months, 34 faculty and at least 30 classified

staff will retire. The effect on the budget is a savings estimated at more than $1 million, but the assumptions are based on replacing only four full-time faculty and 50 percent of classified staff vacancies. (District newsletter, April)

College officials have cut back on enrollment over the past two years to minimize the cost of unfunded ADA. Enrollment declined 2 percent in the fall and increased 2 percent in the spring, about 3 percent over cap. Evening enrollment is down 8 percent and part-time enrollment has dropped off 6 percent. (*CCLC News* March/April)

August 1994

A group of six K-12 school districts hit a snag in court when they tried to wrest control of adult education programs from their neighboring community colleges, including Mt. SAC. State law says community colleges must have agreements with neighboring school districts before starting adult education courses. The districts say those agreements lapsed several years ago. A superior court judge ruled that the school districts were not able to take over the adult education programs quickly enough and gave the school districts until September 27 to bring the state board of education and California Community Colleges into the suit. (*San Gabriel Valley Daily Tribune* 6/29)

October 1994

The Board of Trustees approved a $58.2 million budget that contains what could be the largest deficit in the college's history. It projects $58.2 million in expenditures, $51.4 million in income and a $6.8 million deficit. This is the third year in a row that the college has faced multi-million dollar shortfalls, with $5 million deficits in the past two years. The 1995-96 projected budget predicts that reserves, with the exception of a required 5 percent contingency fund, would be wiped out. To cut the deficit by $3.5 million, the college will study corrective measures such as improving efficiency and productivity as wells as possible cutbacks in programs and services. The college hit its target with a 22,554 headcount, a 1 percent decrease from last fall, and an increase of .5 percent in weekly contact hours. (*Board Briefs* newsletter, August issue)

January 1995

The college has managed to maintain all its classes and keep a balanced budget despite state cuts, but this has meant taking $10 million from its reserve since 1991 to do so. The college will need another $6 million for 1995-96, which would completely deplete its reserve. (*Los Angeles Times* 9/29)

Cuts meant losing 30 of 311 teaching positions. Reductions have also been made in supplies, utilities, travel and conferences. Reserves are down to 8 percent. Reserves were at 32 percent in 1991. (*Highlander Newspapers* 10/6)

The foundation has committed to an $800,000 project to support construction of a performing arts center. In its last major campaign, it raised $400,000 for the aeronautics program. The foundation has approved development of a community awareness program to highlight the college's fundraising needs. (*Board Briefs* staff newsletter 9/94)

March 1995

The trustees approved borrowing $3.5 million through certificates of participation (COPS) to fund projects in a facilities master plan. Most of the COPS will be repaid under a five-year fixed-rate borrowing plan from the college parking fund. Projects include relocation of college soccer fields renovation and landscaping of three parking lots, purchase of a transphase tank for the student center, and $1.2 million for parking improvements. A parking fee increase from $5 to $30, for fall and spring semesters, will help fund the COPS plan. The difference between the best and worst case scenarios in the Governor's budget means the difference to Mt. SAC between a two-year deficit of $4.4 million and $10.6 million. (*Board Briefs* staff newsletter January 1995)

Mt. SAC's waiting list for its nursing program stretches until 1997. In the 1970s, as many as 86 students could get into the department. Today that number is 24. (*San Gabriel Valley Tribune* 12/23)

May 1995

The Board of Trustees has approved a resolution that would allow the district to participate in a tax and revenue anticipation notes (TRANS) pool through Los Angeles County Local Education Agencies and to borrow up to $5 million for 1995-96. The short-term obligation TRANS are used to provide cash during periods of cash flow deficits. The benefits TRANS offer include increasing cash balances for investing, providing cash during deficits and providing a positive cash flow through the difference between the borrowing rate and the investment rate. The difference is expected to be about 2 percent.

The college services fee for students has been increased from $9 to $10 per semester. (*Mt. SAC Board Briefs* April issue)

The Board of Trustees has agreed to develop a housing complex and a business/ educational/medical facility on two parcels of land owned by the district. On a 27-acre parcel, the district plans to enter into a 60-year agreement with a private partner for planning, construction, financing and management of a housing complex. On a site of up to 60 acres, a joint-use technology park or business center would be developed. The revenue would be used in support of the college's Facilities Action Plan. The college will accept proposals from developers until May 31. (*Mt. SAC Board Briefs*, 2/95)

The Board of Trustees has approved three agreements with companies for services related to the relocation of the college soccer fields. The services are funded from the college's deferred maintenance program and Certificates of Participation IV. (*Mt. SAC Board Briefs* 3/95)

September 1995

According to changes in the state's budget, Mt. SAC officials are now anticipating a 1.3 percent ($642,000) increase in growth funding, 3 percent ($1.5 million) for cost of living, a $371,000 increase in lottery money, and an additional $115,000 in local interest income. Another boost for the college's budget is estimated positive variances of $3.1 million. On the negative side, some funding and savings originally expected were not realized. Savings from employee attrition reductions were eliminated because of recent hires and non-resident tuition funding has dropped due to a decrease in enrollment of international and other nonresident students. The college has been funding a portion of its operations out of reserves for four years. (*Board Briefs* staff newsletter, May issue)

The latest administrative vacancy, created by the departure of an assistant dean of instruction, will not be filled because of the district's fiscal situation and its policy of not filling vacant positions. (*Board Briefs*, June issue)

Mount San Jacinto CCD

Mount San Jacinto College

May 1993
A decision to reduce enrollment for the Licensed Vocational Nursing–to–RN Challenge class means a fourth part-time instructor will not be hired and 12 students will have to wait until the fall to take the course. (*Hemet News* 4/19)

September 1993
To balance the budget, the college will try and extend the operations of its own maintenance staff. College employees did most of the work on a new football stadium and they are also remodeling a building for office space. The college will not fill one full-time instruction position or the new post of campus security chief. The college adopted a four-day summer work week. (*Riverside Press Enterprise* 6/26, 8/20)

March 1995
Talks are underway which could result in allowing Chaffey College, which is under the state enrollment cap—operate a summer session at Mt. San Jacinto, which is over cap. The college is also studying an offer from the University of California Riverside to offer some upper division and/or graduate courses on the Menifee Valley campus this summer. In each case, MSJ College would lease facilities to the other colleges. Budget cuts include the student assistant position responsible for hanging letters on outdoor signs. Anyone who wants to use the signs must now hang letters themselves. (*Communiqué* staff newsletter 2/22)

Because of the state's fiscal condition, plans for the district's non-instructional projects (administration building, new student services center and child care centers on both campuses) as well as a physical education facility have been removed from the list of approved construction projects. (*Communiqué* 12/15)

May 1995
The food services department will be the sole provider of food for a new upscale outdoor market, Marketplace, on the North state Street campus. As the only food concessionaire, the district will receive 15 percent of the gross revenue and the cafeteria fund will receive 50 percent of the net revenues. A new classified position changes the food services supervisor from a 10-month to a 12-month position. The additional $9,788 per year will be generated from proceeds from the Marketplace contract. (*Communiqué* staff newsletter 2/22)

The district is working to put together the money to equip, staff and clean three new buildings and has borrowed $200,000 from the parking lot fund for equipment. The district needs $2 million in growth funds, but the state Chancellor's Office says less than $5 million in growth funds are likely to be available for all 71 districts. (*Press-Enterprise* 4/21, Staff interview 4/25)

Napa Valley CCD

Napa Valley College

September 1991
Canceled 30 percent of summer courses.

April 1992
Dropped 30 percent of its summer schedule last year and will probably hold to that level this year. Heaviest cuts were in physical education.

August 1992
The college has imposed a spending and hiring freeze, but maintains a goal of no layoffs.

March 1993
The college experienced an 18 percent decrease in the number of evening students, attributed to losses of bachelor's degree holders. Total student headcount fell 6.7 percent, compared with last spring.

April 1993
The college lost nearly one-half of its bachelor's degree holders, about 400 students, because of increased fees. (*Napa County Record* 2/11)

May 1993
Monday night bingo games help the foundation raise money for groups ranging from the nursing club to the baseball team. The last salary increase was three years ago and benefits have been capped. If every eligible faculty member accepted this year's golden handshake, the college would save $500,000 next year. College officials estimate the state's continuing budget shortage could translate into cuts next year of $779,000 to $2 million from the college's $18 million budget. Currently, vacant faculty and staff positions remain unfilled, administrators and classified employees are taking on additional work without extra pay and building repairs are limited. (*Napa Valley Register* 4/9, *Napa County Record* 4/8)

June 1993
In its 50th year, the college's proposed budget is based on a 6 percent reduction, with no layoffs and cuts in equipment and supplies. The president predicts an 11 percent cut, as proposed by the governor, would mean staff layoffs. (*Napa Valley Register* 5/9, *Valley Outlook* 4/15)

November 1993
Headcount was down 10 percent, compared with a year ago, and college officials attributed it to a combination of limited course offerings, higher fees and a student population that is in worse financial shape due to the state economy. Enrollment in evening credit courses was down 18 percent and headcount in daytime credit classes decreased 6.5 percent. The first day of fall instruction in 1991 at NVC saw an 8 percent increase in credit enrollment. (*Napa Valley Register* 8/17, *Times-Herald* 9/7)

June 1994
A room at the college's new Upvalley campus will be named for the deceased wife of a former trustee following a $20,000 donation to the NVC Foundation by her friends and family. The president has proposed that buildings at the new campus be named for major donors. The foundation's long-term goal is to build a $5 million endowment. (*Napa Valley Register* 12/30)

North Orange County CCD

North Orange County CCD

May 1991

Cut summer courses by 50 percent, must cut $3.5 million for Cypress and Fullerton colleges, will close career-testing center, may eliminate sabbaticals, freeze pay, reduce travel, and part-time employment.

April 1992

A budget committee is considering options for cutting $4 million from the 1992-93 budget ($4 million was cut from 1991-92 budget). Cuts will come in instruction and unfunded ADA. A proposal to eliminate summer sessions is being considered. Class schedules will no longer be mailed.

June 1992

The district cut $2 million from next year's budget after cutting $4 million from the 1991-92 budget. No layoffs yet, but savings have been made due to a hiring freeze, retirements and reassignments of some administrators to classrooms. Budget Policy Committee recommends that three of 12 academic divisions be absorbed by others. Summer session class sections have been reduced by 50 percent and classes are expected to be at capacity.

April 1993

All certificated administrators were notified by March 15 that their contracts could be terminated at the end of the fiscal year. This was in order to give the Board of Trustees "flexibility" in dealing with budget issues. Actual lay-off notices would have to be issued by May 15. (Staff interview)

May 1993

The district is projecting a $3.9 million shortfall in its $104 million budget next year. Reserves will be tapped and course sections cut. Community services programs and courses have been eliminated. Fullerton College is in its third year of reductions in classified staff. (Staff interview 5/6)

November 1993

First-day headcount was 6.2 percent lower than in the previous fall semester. (*Orange County Register* 9/16)

June 1994

The district plans to implement an administrative reorganization plan over a year's period tallow input from two new college presidents as they are hired. One element calls for elimination on each campus of the positions of vice presidents of instruction and administrative services, with those duties reassigned. The district is completing master plans for education and facilities. About $2 million in interest has been realized over the past several years as the result of investments through taxable bonds and tax revenue anticipation notes. (Staff interview 5/9)

October 1994

The district expects to save $600,000 in administrative-related costs with the decision to eliminate all vice president positions at both Fullerton and Cypress colleges. The presidents of Cypress and Fullerton now have responsibility for all instructional and counseling deans. (*Community College League's The News* August-September)

January 1995
The district borrowed $50 million and had invested it through Orange County when bankruptcy was declared. The county has set aside apportionment money and property tax revenue for school and community college districts and those entities have formed a committee to represent their interests. The four Orange County community college districts may also work together on related issues, including exploration of legal recourse. (Staff interview 12/13)

March 1995
The district has more than $80 million in Orange County's bankrupt investment pool, but no contingency plans have been made yet in case they are forced to share in the fund's estimated 27 percent loss in value. The loss could be as much as $23 million, or about a fourth of the district's annual budget. The district has responded to the crisis by maintaining a modified hiring freeze left over from four years of state budget shortfalls. And it adopted a modified spending freeze. Even so, it has filled the vacant president positions at two colleges. The district borrowed $56 million last year to invest with the county, repeating a process it first used in May of 1993. Its possible loss due to borrowing alone is $15.1 million. (*Orange County Register* 1/16)

May 1995
The district may offer early-retirement incentives to dozens of faculty members in an attempt to save millions of dollars and cope with losses suffered in the county bankruptcy. The proposal needs to be accepted by at least 62 instructors to work. The early retirements could save almost $2 million. (*Orange County Register* 5/17)

The Board of Trustees has voted to accept a plan to recover money lost in the Orange County investment pool. Under the plan, the district will receive about 90 cents for each dollar of its pool investments but would waive the right to sue for the rest. The district, which has an annual operating budget of $93 million, had nearly $86 million in the pool when the county filed for bankruptcy. That amount includes about $50 million the district borrowed to invest. Trustees are also looking into the feasibility of getting a bank loan to cover cash-flow shortages. (*Los Angeles Times* 4/7)

September 1995
The district hopes to save $1.5 million immediately and $750,000 long-term as the result of offering early retirement incentives that 65 employees (35 faculty, 30 classified) have accepted. The window is still open for classified employees to sign on, so the savings may be more. District downsizing continues. There were 128 managers five years ago and there are 75 today. Most recently, the positions of vice president of instruction, student services and administrative services on the Cypress and Fullerton campuses were combined into a single executive vice president position at each college. There is now one district admissions director, one director of disabled services and one bookstore director. There is a hiring freeze in place, with only internal hires accepted for vacancies. The district has developed an FTES model to bring down over-cap enrollment. Unfunded FTES have been reduced from 3,300 in 1992-93 to 566 this year. (Staff interview 9/1)

The district is exploring other cost-cutting efforts, including selling 44 acres of vacant property in Yorba Linda. (*Orange County Register* 5/17)

Cypress College

April 1992
Projects at least $800,000 in cuts for 1992-93.

June 1992
Summer applications have increased to 640, compared to 250 in 1991. The number of fall applications has doubled, compared to this period last year.

August 1992
Summer session enrollment was up 8 percent over last year and fall applications were up 12 percent. At one point, the college considered allowing no new registrations after the first day of classes.

January 1993
In a cost-saving effort, the North Orange County CCD chancellor has assumed the leadership role at the college after the former president resigned during the summer to go to another college.

November 1993
The chancellor, who has been serving as the college president for two years, has proposed that the college hire a president/chief instructional officer and eliminate two vice-president positions. The new president/CIO would have as his staff the faculty senate president and the chairman of the curriculum committee, who would be given 100 percent release time to help manage the college. If the proposal is accepted by the Board of Trustees, advertising for the CEO/CIO position could begin in February. The North Orange County CCD has made $10 million in budget cuts over the past three years. (Staff interview 11/4)

October 1994
Nearly $820,000 was pared from last year's budget, leaving about $27 million for this year. (*Los Angeles Times* 8/24)

January 1995
To assist in student recruitment of Hispanics and aid in retention, the college will become the 28th in the state to add the Puente Project mentorship program. (*Los Angeles Times* 11/11)

Fullerton College

September 1991
100 fall class sections cut.

January 1993
Three academic divisions have been merged and their deans assigned to classroom duties. Two hundred course sections were cut last year.

October 1994
The college budget was cut by more than $635,000, leaving $35 million for the upcoming school year. (*Los Angeles Times* 8/24)

September 1995
The college will replaced two vice president positions with a single executive vice president position. (Staff interview 6/13)

Palo Verde CCD

Palo Verde College

(Ed. Note: There was no information supplied.)

Palomar CCD

Palomar College

September 1991

$2.3 million shortfall in $34 million budget—compounded by increased employee medical insurance premium costs which increased 61 percent last year. Adding no new autumn classes for the first time in 45 years.

April 1992

Had 26,000 students in the fall, with funding to cover a 5.7 percent growth, representing addition of 500 students. Even so, Palomar is still 500 students over cap.

April 1993

1993-94 will be the third year without a pay increase for employees. Cuts have been made in equipment and supplies and low-enrollment courses have been eliminated. No full-time staff cuts have been made. Palomar lost 1,000 bachelor's degree holders this spring, but still gained enrollment due to reverse transfers from universities. The higher fees for bachelor's degree holders caused the loss from that category of 42 percent of the Asians, 51 percent of the blacks, 37 percent of the Hispanics and 41 percent of the native Americans. (Staff interview 3/15)

June 1993

The district could lose from $2.8 million to $4 million and is planning on a $2.3 million cut until it gets better budget figures from the state. There will be 70 fewer course offerings in the fall and, potentially, a reduction of 200 over the academic year. The cuts will save an estimated $230,000. The college is considering reducing the number of part-time employees and closing cashier and registration services earlier. For the last two years, Palomar employees have received no cost-of-living raises and the college is under a hiring freeze. (*Blade Citizen* 5/20)

November 1993

First-day headcount for the fall semester showed a 5 percent decrease, with a 12 percent dip in evening enrollment. Last spring, the college recorded an 8 percent increase in headcount. (*Blade Citizen* 8/25)

March 1995

After a three-year wage freeze, a task force of three faculty members and three administrators has turned up money in the budget for raises next year. The trustees have approved using $700,000 for the wage increases, which should amount to 2 percent raises for all staff members. The specifics as to how each employee group chooses to allocate the money has yet to be negotiated. (*Blade-Citizen*, 12/19, Campus *Communiqué* staff newsletter 12/15)

More than 1,500 students enrolled in spring courses televised on the local cable channel. (Staff interview 1/13)

Pasadena Area CCD

Pasadena City College

September 1991
Salaries held at prior year's level. Expenditures for facilities upkeep and modification postponed.

April 1992
The number of applications was up 35 percent for the spring semester, but course offerings were cut 25 percent. PCC's cap on funding is 1 percent, but the growth rate is currently 10 percent. The enrollment increase is partially blamed on higher fees and fewer courses at local universities.

August 1992
PCC completed last year 9 percent over its enrollment cap, despite cutting courses and limiting access to students who repeatedly took the same course. The college also cut back on the number of high school students permitted to attend. The college is under a virtual hiring freeze.

October 1992
Cut 2.5 percent of fall course offerings, about 65 sections.

April 1993
Students will be charged a materials fee of $1 for every credit unit they take, up to $10. This will be in addition to the materials fees currently charged for those classes requiring it. The college expects to take in $400,000 annually. (Student newspaper, staff interview 3/17)

June 1993
Summer session classes were virtually full one month before the opening day of classes. A materials fee of $1 per unit, up to a maximum total payment of $10, will be levied on students. (Staff interview 5/14)

September 1993
Beginning with the summer session, PCC began telephone registration. Students who successfully complete the admissions process will be given permits to register by phone. They can pay with Visa or MasterCard. (June college newsletter)

November 1993
The college lost 6 percent of headcount this fall, including a high number of lower middle-income students. The Community Skills Center, which offers basic skills and ESL, is at capacity with 5,000 students. The college will add 40 sections of university transfer courses in the spring semester. (Staff interview 9/30)

The college was 10 percent over cap in 1991-92, but trimmed that margin to 3 percent over cap by 1992-93. Twenty-seven courses were cut this semester. (*Los Angeles Times* 10/24)

March 1994

The college is currently 1 percent over cap, with a goal of being 2 percent over cap at the end of the academic year. Spring semester headcount is 27,146, including 4,880 in noncredit courses. A full-time "high school recruitment technician" is coordinating stepped-up marketing efforts on high school campuses. The new 2,000-space parking structure will open in the spring of 1995. In addition to campus parking, students are now offered free shuttle transportation and free parking at a lot the campus leases. Students are permitted to park in staff lots after 5:30 p.m. (Staff interview 2/17)

August 1994

Property tax shortfalls have caused revenues to be cut in the past two years, meaning a budget loss of more than $2.5 million. During the past five years, the Foundation, along with the Grants Office, has raised more than $12 million for the college in grants, donations, and pledges. Construction is underway on a five-story, 2,064-space parking garage. The $9.5 million project is being financed by certificates of participation to be paid back over 20 years from the parking fees generated by the garage. (*Colleague*, staff newsletter, May issue)

October 1994

The college experienced a slight decline in head count enrollment this year, with a first census credit enrollment of 21,756, compared with 22,414 the previous fall. More students are taking more units and the college estimates it is at least 2 percent over cap. The trustees granted the faculty and two classified units 2 percent salary increases, and other groups are still negotiating. Fourteen new full-time faculty and three new administrators joined the staff this fall. Two administrative positions remain on hold. A bid of $10.7 million was accepted for construction of the new Community Skills Center in East Pasadena, a 31-room facility for adult education, ESL, basic skills and vocational training. (Staff interview 9/28)

January 1995

The college has eliminated 225 class sections, nearly 10 percent, over four years and rely heavily on budget reserves to offset government funding reductions and avoid budget deficits. (*Los Angeles Times* 9/29)

March 1995

This year's $105.9 million budget includes a general operating fund of $59.5 million and a reserve of $5.9 million. It was approved on the heels of news of a cut of $711,667 because of a projected shortfall from state property tax revenues. The budget includes salaries and benefits for 706.74 employees, a reduction from 721.34 positions last year. The reduction is due to not replacing employees who retired or resigned from their positions. The college consolidated a number of positions and chose not to fill others in an effort to reduce personnel costs. (*The Colleague* staff newsletter, November issue)

The college will receive $3.2 million from a foundation to build a child development center. (PIO Internet message 2/8)

September 1995

The foundation has begun a drive to interest potential donors in making a charitable gift of life insurance to the college. The foundation has advertised the tax advantages of naming the foundation as beneficiary and assigning ownership of the policy to the college. (*The Colleague* newsletter summer issue)

Peralta CCD

Peralta CCD

April 1992
Has frozen budgets and dropped some courses with as many as 30 students enrolled to cut back on part-time faculty costs. The district, which has projected a $300,000 deficit this year, eliminated 204 sections for the spring semester. The 1991-92 budget has been cut $600,000. Cuts include elimination of frogs used for dissection in biology labs.

March 1993
The chancellor said the governor's proposed budget will mean a $6 million deficit to Peralta next year. Selling Laney College athletic fields to Kaiser Permanente and moving sports teams to Merritt or Alameda colleges could bring $24 million and generate joint-use facilities.

September 1993
Fall semester headcount is down 1 percent at Laney, 2 percent at Alameda, 13.5 percent at Merritt and 30 percent at Vista. Vista's average student holds a university degree. Enrollments are down 6.8 percent districtwide. (Staff interview 9/22)

November 1993
The four colleges will go to telephone registration beginning with the summer and fall semesters of 1994. The initial outlay is $65,000, with a major savings expected in the cost of hourly staff for the admissions and records offices. Easier registration is also expected to create marketing opportunities. The system will be initiated this spring at the College of Alameda. (Staff interview 10/6)

March 1994
The district's Peralta Planning Project, or P3 as it is commonly called, is comprised of four task groups that will study the areas of instruction, technology, students services and organization. After gathering input from the four district colleges and their communities, the task groups will make recommendations to P3, which will present a report to the Board of Trustees this spring. The district is also encouraging its colleges to step up visits to feeder high schools. (*Alameda Times-Star* 1/31, *Alameda Journal* 2/3)

Because the district lacks funds for enough teachers and sections, Peralta cannot accommodate the increased demand for university transfer courses. As a result, 2,500 students are waiting for these classes. By enrolling half of those students, Peralta's attendance could increase by 15 percent. (*Montclarion* 1/14)

June 1994
The Board of Trustees will conduct public hearings on reorganization options proposed by its Peralta Planning Project group. The options include creating a single college out of the four-college district, creating a two-college district, operating a four college district, and moving the district office from its separate location to the Merritt College campus. Each of the options is expected to save about $2 million annually. The board anticipated choosing one of the options at its June 14 meeting. (Staff interview 5/12)

To personalize student recruitment, the district hosts "linen tablecloth" breakfasts for high school counselors, where university transfer successes are related. (Staff presentation, CCPRO Conference, 4/28)

October 1994

The Peralta Planning Project group has submitted 156 recommendations to the Board of Trustees for study. Included in the recommendations are a downsizing of administrative staff and a reduction in the number of colleges in the four-campus district. (*CCLC The News* August-September)

January 1995

Peralta Planning Project task forces have spent two years studying the areas of instruction, technology, student services and administrative structure. The outcome resulted in 150 proposals designed to help the district curb administrative costs while continuing plans to expand educational programs. The board has directed the chancellor to create two new administrative models for the Board of Trustees: one that refines the current four-college network; and the other that merges the four campuses instead into a single-college system. Any change would only be made after public hearings. (*Alameda Times Star* 11/1)

A shared governance summit will be held January 10 to look at options for academic and institutional restructuring. Merritt College has an acting president and no decision has been made on filling the soon to be vacant CEO position at the College of Alameda. (Staff interview 12/14)

March 1995

The board decided to begin again the process of district restructuring, first opened a year ago. Meanwhile, both Merritt College and the College of Alameda are operating with interim presidents. Options developed as a result of last year's restructuring efforts included operating the four-college district as a one-college, four-campus district. Spring semester FTES are up 6 percent in part, officials believe, due to a television advertising campaign on MTV, BET, ESPN, and CNN. The admissions office has a full-time staff member devoted to off-campus recruitment of high school students. (Staff interview 2/27)

May 1995

In a cost-cutting move, the district is considering whether to merge similar subject academic departments at the four campuses. The proposal to be studied will create one English department, for example, for the four colleges. The proposal parallels one done in the San Diego CCD, where three colleges work off one course master file. (*Alameda Times Star* 3/23)

The Board of Trustees has asked administrators to consider charging an additional $50 application fee for international students, as well as begin an active international student recruitment effort. The district has about 140 international students between its four campuses. (*Alameda Times Star* 4/27)

September 1995

The district is hopeful it will receive a $1.5 to $1.9 million windfall to give raises for classified staff and faculty, which have done without for three years. Negotiations are ongoing to renew contracts. There will not be layoffs. There will be a strong reserve of cash, according to the chancellor. (*The Tribune* 6/28)

The board of trustees has asked administrators for a report on the fiscal impact of the district's growing enrollment of international students. At issue is a proposal to charge international students an additional $50 application fee, which would generate several thousand dollars a year of new revenue. Also at issue is whether to establish an active recruitment program for international students. In the past year, the College of Alameda has received more than 250 inquiries from international students. Actual international student enrollment is now 51 at Alameda, with another 93 attending at the other three Peralta campuses. (*Alameda Times Star* 4/27)

Alameda, College of

April 1992

Thirty-two course sections eliminated this spring in attempt to meet $75,000 budget deficit.

March 1993

At one point during the fall quarter, 1,500 students were on waiting lists for classes. About half eventually were accommodated, but there were still more than 700 who were unable to get any courses they needed.

March 1994

Faculty and students are being polled on whether the college should remain on a quarter calendar or adopt the semester calendar used by the three other district colleges. Whether to maintain or revamp the calendar is part of an overall restructuring plan to streamline administrative costs and prepare for the future. Spring quarter enrollment fell 3 percent. (*Alameda Times-Star* 1/31, The *Alameda Journal* 2/3)

June 1994

The city of Alameda's joint agreement with the Peralta CCD to build a $700,000 baseball stadium at the college was put in jeopardy when the East Bay Regional Park District, which controls the money for the project, told the city the original 1991 agreement had to be amended, putting the city and not the college district in charge of the stadium's scheduling. The district trustees have voted against the change. When the agreement was reached in 1991, trustees decided the Laney College baseball team would relocate to Alameda, freeing up land in Oakland for development. However, the board later voted against a proposal by Kaiser Permanente to buy Laney land for a hospital. The district has had a $2.6 million budget shortfall since 1991. (*Alameda Times Star* 5/26)

The college could save about $30,000 annually in paperwork alone by switching from quarters to semesters this fall. (*Oakland Tribune* 6/1)

October 1994

The college plans to hold a city-wide college night, in a joint effort with local high schools. It will open its student center to parents and students, as well as 50 other college admissions representatives. Traditionally, students here attend part-time and hold outside jobs. However, college officials said that trend is changing to show a shift to more full-time students. Fall quarter headcount was 5,716, a decrease of 2 percent from last year. (*Alameda Times-Star* 9/27)

District trustees voted to move the college to the semester system by next fall. (*Times-Star* 9/28)

September 1995

Ground has been broken for construction of a new $873,000 baseball park at the college, paid for by the City of Alameda. A 25-year lease agreement has been arranged between the city and the Peralta CCD, giving the college control of scheduling from February through June each year. (*Alameda Journal* 7/4)

Laney College

September 1993
Experimenting with a fall "Weekend Transfer College," Laney ended up with 400 applicants for 200 slots in the first six-week period. Taking courses Friday evenings and Saturdays, students can complete a three-unit course in six weeks. Fall semester headcount is down 1 percent. (Staff interview 9/22)

May 1995
The college Culinary Arts Department, under direction of the food services director, has taken over operation of the cafeteria for the last three semesters, replacing private contractors. Students also provide in-house catering for district functions. The district believes the cafeteria is now more cost-efficient. Because operations are educational, food costs need not include 8.5 percent sales tax. (*Laney Tower*, student newspaper 3/16)

Merritt College

September 1991
Fall enrollment is up 11 percent, even though 100 courses have been cut.

April 1992
Pipes which froze at Merritt and had to be repaired have contributed to the Peralta District's $300,000 budget deficit.

May 1993
The Allied Health Program has 130 students this spring, with more than 400 applicants on waiting lists, due largely to budget limitations. (*California Voice* 4/2)

October 1994
The public relations office helped turn a 25 percent decrease in headcount three weeks before opening day into a 1 percent increase at the first census with a cable television advertising blitz. Using MTV, BET, ESPN, and CNN, the $5,000 campaign in Oakland used 15 30-second commercial spots to attract maximum attention. Psycho graphic surveys showed that the target populations were primarily TV viewers, only one in 20 would see a newspaper ad. One commercial stressed university transfer and the other focused on occupational training and job skills. (CCPRO workshop presentation 10/7)

March 1995
Improvements to student services and enrollment management efforts have lowered the cost per unit offered and resulted in an increase in FTES. (Staff interview 2/28)

Vista College

October 1992
Vista is offering more university transfer courses to accommodate displaced California State University and University of California students. The college is not expanding its number of classes or its 5,000-person student population, but is exchanging the newer classes for those aimed at "lifelong" learning. The new courses include statistics, English composition and pre-calculus.

October 1994
Until hit hard by the impact of the differential fee, Vista had a student population of 50 percent degree-holders. Repackaging their approach has meant a concentration on successful weekend and PACE programs, creating degree programs for working adults. (Staff interview 10/7)

March 1995
After faculty and nonteaching staff voted to investigate the issue, Assemblyman Tom Bates introduced state legislation (AB 1129) to separate the college from the Peralta CCD if the Board of Trustees decide against permanently locating the college in Berkeley. Some instructors and classified staff members at the campus have been suspicious of a districtwide restructuring study group, fearing that Vista, which has never owned its own building, would be eliminated. The chancellor insists the district has no intention of closing the college. The district has agreed to locate a biotechnical training program in Berkeley, administered by Vista and supported by the board of Berkeley Biotechnology Education Inc., which will contribute $250,000. (*Berkeley Voice* 1/5, staff interview 2/28, Bates letter 2/23)

May 1995
The Peralta CCD Board of Trustees has voted to find the college a permanent home for its 4,000 students. The college has been renting its current location in Berkeley for the last 17 years, creating doubts whether the four-college district had intentions to permanently locate in that city. Two months previous, the board voted against a similar measure, prompting a Vista faculty senate vote to explore secession from the district. Assemblyman Tom Bates sponsored legislation to help the college split from the district. (*Alameda Times Star* 4/12)

Rancho Santiago CCD

Rancho Santiago College

September 1991
Faces $2.7 million in cuts from $68 million 1991-92 budget. Cut 10 percent of summer courses.

April 1992
College will not mail summer schedules and is printing fewer for regular sessions. Summer session will hold at the 1991 level, when 25 percent of courses were cut.

June 1992
Has announced the need for $7 million in cuts from the 1992-93 budget. It has already cut $9 million from 1991-92 budget.

October 1992
The 1992-93 budget is $7.3 million less than last year's $72 million and the staff is preparing for another $1.5 million in cuts next year. The college now closes at 1 p.m. on Fridays, with staff working nine hours four days a week and four hours on the fifth. Program savings will top $200,000 and utility savings are an estimated $75,000. The staff got a 6 percent raise this year (1.2 percent of it retroactive to 1991-92) amounting to $3.5 million.

January 1993
The district has cut its budget by $7.2 million, to $66.7 million, this year. Weekend classes will be eliminated beginning in the spring semester. Classes now have an average of 46 students.

March 1993
Administrators have been invited to take a 4 percent pay cut and accept 10 additional vacation days or expect to be recipients of March 15 notices. The chancellor has predicted spending cuts next year will be about $6 million. Summer session courses will be cut back and fall weekend courses eliminated. The district cut $7.1 million from its last budget, reducing it to $66.7 million. The number of new students has dropped 41.6 percent, compared with this time last year. Fee increases and elimination of course sections led to a 13.4 percent enrollment decline in the spring semester, with the largest decreases among part-time and new students. The number of course sections had been cut 15 percent. The district faces $2.9 million in budget cuts next year. Summer courses may be cut 25 percent to save $200,000 in salary costs. Raises have cost the district $4 million in the past two years.

April 1993
The job placement coordinator has received a layoff notice, as has an EOPS coordinator, but the latter's is effective in June of 1994 under a two-year contract. College employees now work 80 hours over nine working days, most taking every other Friday off. This allows the elimination of all weekend courses. About 15 percent of spring course sections were cut. Negotiations with unions include consideration of a 5 percent pay cut and a freeze in step and column increases. The college cut $7 million in 1992-93 and is anticipating a potential $8 million cut next year. The budget was $74 million two years ago and could drop to $59 million in 1993-94. (Staff interview, *LA Times*)

May 1993
To reach the $9 million in cuts needed to balance its 1993-94 budget, 36 employees will be laid off, including the entire grounds keeping department (staff of six), secretaries, clerks and instructional aides. These layoffs are expected to save more than $1.26 million, and more layoffs are expected. The board previously cut $6.5 million and eliminated most weekend courses. The district cut $7 million from the 1992-93 budget. The district's $74 million 1991-92 budget will have fallen to a projected $57 million by this fall. Reserves, which were at $11.8 million in 1991, have fallen to $1.8 million this year. The college is trying to negotiate a 5 percent salary reduction for faculty, which would save the district $2.5 million if applied to all employee groups. (*Los Angeles Times* 4/28, *Orange County Register* 4/29, staff interview 5/11)

June 1993
Six district groundskeepers will be replaced by a contract landscaping firm on July 1. Layoffs, which were effective May 28, include 27 other classified staff members and three managers. More layoffs are expected. (Staff interview 5/19)

November 1993
First-day headcount showed a decline of 17.1 percent over the previous fall semester. Although the college's funding has remained about the same, increasing utility costs and a staff salary increase led to course cuts despite growing demand. The college will probably add courses in the spring semester in high-demand areas such as English, science and math. Course section cuts in the fine and performing arts will not be restored. (*Orange County Register* 9/16)

March 1994

The college has reopened the library on Saturdays and after noon on Fridays with the beginning of the Spring semester. Last fall, library hours were restricted as part of budget reduction efforts. Spring semester enrollment fell 9 percent. (Staff interview 2/10)

October 1994

The district has a $2.6 million shortfall coming out of the 1993-94, an amount that will be covered by either state augmentation or the reserve fund, which is now $6.8 million. The total budget is $70 million. The library was closed for Saturday service last year, but has been funded for Saturdays in 1994-95. The bookstore, student services and admissions have had hours expanded on Fridays to 5 p.m., after budget cuts last year shortened Friday hours from 8 a.m. to Noon. The district received about $10 million from the state to build a new business and technology building, but initial bids were at least 15 percent over the project budget. The state is being asked for up to $4 million more. (Staff interview 9/29)

January 1995

The district had an estimated $15 to $17 million in the investment fund when the Orange County declared bankruptcy. The board is not making plans for drastic cuts, but has asked the administration, working with employee groups, to consider all options. (Staff interview 12/13)

May 1995

The Board of Trustees has accepted a plan to recover money it had in the Orange County investment pool. The plan would return about $14.8 million of the $16.8 million invested in the pool. The district's total budget is about $100 million. In choosing the plan, the trustees will waive their right to sue the county, but will receive about 90 percent of its investment in cash and recover notes by June 5. The remaining 10 percent would be converted to repayment claims, which would be paid over a period of time. (*Los Angeles Times* 4/7)

September 1995

The college has spent more than $70,000 on attorney fees in successfully defending the college against a lawsuit brought by a group of school districts over who has control of adult education classes. The districts have filed an appeal after losing a three-year legal battle. At issue is $3 million in state funds to provide adult education. A Superior Court judge dismissed the lawsuit last year saying it was a matter for the state, not the courts, to decide. (*Los Angeles Times* 7/6)

Redwoods CCD

Redwoods, College of the

April 1992

The college anticipates having to cut $903,200 from its 1992-93 budget and is considering using the county for all job placement services. The college cut 74 courses this year.

May 1993

The college estimates it will have to trim its 1993-94 budget by about $1.3 million, about 6 percent of its $21.2 million spending plan. The college plans to offer 75 fewer course sections next year and will not fill the positions of four full-time teaching positions, but still needs to make $900,000 more in cuts. (*Eureka Times Standard* 3/29)

September 1993
The trustees adopted a $24.4 million budget which reflects $1.16 million in cuts. About 100 classes were cut from the 2,200 scheduled to be offered in the fall. Three instructors will not be replaced. About $100,000 was cut from department budgets, causing reductions in travel, supplies and office equipment. Four divisions will be combined into two. There will be no raises. The off-campus center in Redway will be closed. (*The Times Standard* 6/28)

June 1994
Most of the college's growth in the future will be in tuition-paying international and nonresident students, according to the college president. The college enrollment of international students is up to 50 this year, from 20 last year. There are no plans for course sections cuts. (*Eureka Times Standard* 1/14)

October 1994
Three video conferencing units, purchased with lottery funds, are in place at the district's three campuses. The units will make it possible for college groups to meet without the necessity of travel. Eventually, through grant funds and other initiatives, the district plans to deliver instruction electronically through distance learning hookups. Staff from the Mendocino Coast campus now must spend more than six hours in travel to attend a meeting at the Eureka campus. From the Del Norte campus, travel time is about 90 minutes. Fourteen county residents have established an Endowment Board to support the Del Norte Campus. It will engage in fundraising for scholarships and equipment. The College Foundation will hold its 10th annual dinner and dance on October 29. (*Foundation News*, summer edition)

May 1995
During the past four years, deficits in state support have resulted in $1 million in cuts to the college budget. This year's deficit tops $500,000. The college must cut $750,000 from next year's budget in order for it to be balanced. The cuts will most likely be made in support services. If the college can increase its faculty load by adding an average of four students per course, up to $400,000 could be saved. (*Times Standard* 2/6)

The college has eliminated some course sections in art, business, humanities, language, physical education, and science. The 1995-96 academic term will be the first year that the college has scheduled its entire year at once. When the number of teaching load units (TLUs) proposed by the faculty were added, they came to 1,058, or 117 TLUs too many. The art department had 27 percent of its teaching load units cut, and humanities had 33 percent cut. (*Mendocino Beacon* 2/23)

September 1995
In a reorganization, trustees voted to eliminated 14 staff positions and one manager's slot, although that number of individuals may not be laid off. The number of administrators has dropped from 22 a few years ago to 13. A recently vacated post, director of student development, would not be filled. (*Eureka Times Standard* 5/3)

Rio Hondo CCD

Rio Hondo College

April 1992

Cuts totaling $1.5 million will likely have to be made in the 1992-93 budget. The budget committee is considering elimination of programs, cutting class sections, laying off a full-time instructor, and restricting the mailing of class schedules only to the 10,000 current students instead of all 180,000 district households.

August 1992

Six maintenance positions have been cut to help meet an expected $1.4 million shortfall. The cuts are expected to save $300,000. The layoffs include the lone HVAC mechanic, despite the fact that the college needs $2.6 million in repairs to ventilation systems.

October 1992

The district cut $2 million from its budget and projects another $2 million cut in 1992-93. Staff has decreased by seven administrators, nine faculty members and 12 classified employees. Operating budgets have been cut, as well as maintenance efforts. In two years, the college has gone from a 9 percent budget reserve to 3 percent. At one point in 1991, the college was 20 percent over its enrollment cap. Now, students are being turned away. One hundred ten course sections were cut last spring and twenty-five percent of summer courses were cut. Thirteen employees requested, and were granted, a voluntary reduction in employment of one month.

June 1993

The Board of Trustees approved a budget reduction of nearly $3 million. Cuts of more than $2 million will reduce teaching and counseling positions and class offerings in all departments. To avoid layoffs and firings, the district is offering early retirement incentives, hiring part-time instructors to fill full-time vacancies and counting on staff attrition. A new student materials fee is expected to raise up to $300,000 and will range from $1 to $12 per class. The college will offer a full summer session, 40 courses, and the public information staff reports an unprecedented number of inquiries from university students. The college, which has a 2 percent reserve, has prepared for budget cuts of up to 11 percent. Program review has already led to elimination of the welding program. Other programs may be reduced or eliminated next spring. (*Whittier Daily News* 5/14, *San Gabriel Valley Daily Tribune* 5/14, staff interview 5/17)

March 1995

An investment of about $250,000 in 1989 to renovate an old gym and equip it with the latest in fitness equipment has paid big dividends. In January, the fitness center registered visitor No. 500,000 and, to date, classes have generated $2.8 million in income with expenses of $1.7 million. The college has the busiest collegiate-for-credit fitness facility in the nation, averaging 40,000 visits a semester. (News release 1/26)

The college has to turn away about three times as many applicants as it can accept into the nursing program. About 50 are accepted each year. (*San Gabriel Valley Tribune* 12/23)

Riverside CCD

Riverside Community College

September 1991
Expects 7 percent cut in spending.

April 1993
A proposal is being studied which would redirect some unrestricted money that is being spent on administrative costs toward the educational program. A plan to restructure the college's management and return academic program control to the department chairperson level is a first step in that direction. (College newsletter)

June 1993
The number of employees opting for early retirement has fallen short of administrators' hopes. It has been hoped that incentives would be accepted by at least 12 members from both the full-time faculty and classified staff to reach a savings goal of $500,000 annually. Only seven faculty and nine classified staff had applied by the April 30 deadline, for a savings of $390,000. The college offered a basic benefit of 7 percent of a retiree's 1992-93 salary. (*Press Enterprise* 5/22)

September 1993
College staff worked four, 10-hour days over the summer. The four-day work weeks were expected to save the college $30,000 in utility costs. (*Riverside Press Enterprise* 6/26)

November 1993
Trustees adopted a budget calling for $42.4 million in expenditures, against projected revenues of $41.8 million. State general apportionment funding as a share of the district revenues has declined from 52.7 percent of the budget in 1990-91 to 13.4 percent in the current year. General state income in this year's budget shrank by about $11.5 million to $5.6 million from the 1992-93 fiscal year. The budget includes 2 percent salary increases for most college employees and cuts the total number of class sections by about 200. Besides enrollment fees increases, parking fees at RCC have nearly tripled, with the basic fee going from $15 to $40 per semester for students, faculty and classified staff. The fee increase is intended to eliminate the need for the general fund subsidy which the parking fund has received in recent years, and to help pay for new parking lots at the Moreno Valley and Norco campuses. The higher fees are expected to increase parking fee revenues annually by about $800,000. (*Riverside Press Enterprise* 9/8)

June 1994
Leaders of the Riverside Chambers of Commerce and Riverside College met to discuss "A New Paradigm for Economic Development," at a two-day conference to explore "cooperative ventures." Similar retreats will be held between the chambers and campuses serving Moreno Valley and Corona and Norco. The district is considering using March Air Force Base facilities for in-service training for public administration workers. (*Riverside College Reports* 3/94)

January 1995
College and community leaders have joined together in a series of retreats throughout the Riverside CCD to develop and implement strategies to support the economic recovery of the Inland Empire. The college is strengthening "faculty–to–faculty" relationships and student counseling programs to improve the transfer relationship with the University of California, Riverside. Reducing costs to students is stressed in the programs: a full-time student at RCC would pay about $832 per academic

year, while at the University of California, Riverside the cost is $4,300 in fees. All three Riverside CCD campuses are inviting parents and high school students to attend "College Nights" in January. (*RCC Reports* staff newsletter, 10/94)

May 1995
The college and the Riverside County Transportation Commission have entered into an agreement which designates 3.5 acres of college land in La Sierra to be used for a Metrolink rail station. The college will retain rights to use the 351-vehicle parking lot during periods when the trains are not running. The college leased the land for $1.2 million. The college is also considering development of an 11-acre joint-use community park, a single-family housing development on 23 acres, and a hilltop conference center. Plans may include several retail enterprises adjacent to the Metrolink platform. (*Reports*, staff newsletter 3/95)

The college has stepped up efforts to recruit international students, who are charged $124 per unit which can go into the general fund. The college advertises in publications distributed to foreign embassies and is considering an overseas recruitment trip. The college's 350 international students generated $1.1 million for the college last year. (*Press-Enterprise* 2/14)

Riverside officials calculate they need $6 million in operating money to cope with growth. (*Press-Enterprise* 4/21)

Saddleback CCD

Saddleback CCD

January 1993
Trustees have imposed a faculty salary freeze and reduced course offerings. At $56,100, faculty members receive the highest average salary of all community college instructors in the state. Course offerings have decreased to 1,600, from a high of 2,000 in 1985.

March 1993
With the district facing a possible $1.5 million loss of state funding next year, the chancellor has called for a hiring and spending freeze and the initiation of an early-retirement plan. The hiring freeze began February 1 for all positions, except those involving special circumstances, such as the search for a new president at Saddleback College. There is a freeze on spending, including supplies, services, and capital costs.

May 1993
A $300,000 telephone registration system is expected to result in a budget reduction by eliminating the need for 16 temporary computer operators and others who stuff envelopes with registration information. The system is able to register 3,000 students a day on 48 phone lines, compared with 1,300 a day under the walk-in format. The district has reached agreement on a contract with its 300 full-time faculty members which calls for a 6.75 percent raise over three years. The contract is retroactive to July 1991. Earlier, classified staff agreed to a raise of 6 percent over three years, or whatever higher amount was granted to the faculty. (*Saddleback Valley News* 3/19, *Los Angeles Times* 4/6)

September 1993

The board approved a budget of $62.5 million, down 2.2 percent from last year's $63.9 million budget. About 25 percent, $15.8 million, is allocated to Irvine Valley College, up from $14.6 million last year. Saddleback College will receive $37.9 million. Approximately $6.8 million is dedicated to districtwide services and costs. Most of the budget, 85 percent, will go to salaries and benefits, including the recently negotiated 6.1 percent salary increases, largely offset by savings from early retirement incentives. About 22,000 students at the two colleges used the new telephone registration system, with the average call taking 12 minutes. (*Irvine World News* 6/24, *Los Angeles Times* 8/24)

November 1993

First-day headcount dropped 10.5 percent. The college has taken 16 acres of property on its Mission Viejo campus and turned it into a 90-station golf driving range. Half is used for classes and half is open to the public. After three years of planning, the range opened this year and is run by a professional golf management firm. The company receives a flat fee plus a percentage if the course revenue exceeds its established quota. The college expects to pay off the $4 million, 15-year note with user fees. The loan was also used to build a new classroom, parking, lighting and faculty offices. (*Orange County Register* 9/16, *The CCLC News* 9/93)

August 1994

A committee has been formed to help the district deal with a budget that has $4 million less to work with next year. The district will not have access to Teeter Funds, the one-time mechanism installed by the state last year to allocate delinquent tax, penalty and interest funds that have been collected. The $69.2 million budget contains the chancellor's prediction that a slight decrease in enrollment is projected next year. (*Laguna Niguel News* 5/26)

October 1994

The trustees approved a contract of up to $50,000 with a firm to study the feasibility of building a third campus, located in San Clemente. Enrollment at the district's two colleges is expected to be more than 40,000 by the year 1999, a 31 percent increase from 1990. Saddleback College is expected to be built out before 2000. (*Irvine World News* 7/24)

The foundation has canceled this year's fundraising "gala celebration" in order to refocus efforts on planned giving and estate planning. Fundraising events sill planned include a "Chocolate Sunday" in February. (*Beat*, staff newsletter, October issue)

January 1995

The district may have lost anywhere from $400,000 in interest to $21 million in the Orange County bankruptcy. In a special meeting, the Board of Trustees authorized the district to send its funding to a state treasury fund instead of Orange County. In a shared governance approach, the district is developing scenarios to deal with possible outcomes as it learns the extent of its loss. (Staff interview 12/12)

May 1995

The board approved $2 million in cuts to its $69 million budget for this year in anticipation of losses from Orange County's collapsed investment pool. The district had $24 million in the county investment pool. Nearly half the recommended cuts were accomplished by leaving vacant positions unfilled at Saddleback College, Irvine Valley College, and the district office. The budget recommendations came out of a series of meetings at both of the district's campuses between administrators, faculty, and students. (*Los Angeles Times* 3/1)

September 1995
The trustees voted 6-1 to repeal the student materials fee for the 1995-96 term. The decision will cause both Saddleback and Irvine Valley colleges to lose $400,000 from their budgets. IV relies on the materials fee as 5 percent of its budget. (*Orange County Register* 5/4)

The district will spend $25,000 to participate in a project which will allow the 1,200 district students who transfer to UC Irvine each year to send their transcripts via the Internet. (*Los Angeles Times* 6/24)

Irvine Valley College

April 1992
Will offer up to 40 fewer summer courses.

August 1992
3,000 students enrolled for the summer session and, by the end of the first week, 90 percent of the classes were at capacity with an average of 37 students per section for the 114 courses offered.

October 1992
Fall headcount is up 5 to 7 percent, to 10,500 after cutting summer courses in order to add more in the autumn and add eight full-time faculty members. After the first week, only elective courses had openings. Ninety percent of summer classes were at capacity with an average of 37 students per section for the 114 courses offered.

March 1993
Enrollment in business classes has dropped 20 percent, much of that due to increased fees for students with BA degrees. The college has imposed a virtual hiring freeze.

April 1993
In January, IVC began a freeze on hiring and expenditures. The college has increased its summer session 2 percent by "borrowing" courses from the fall semester. (Staff interview 3/18)

June 1993
The college has planned a summer session 2 percent larger that last year. An enrollment priority goes to continuing students, over students who claim a university as their college of record. The Saddleback CCD received 10,000 calls districtwide for summer registration. IVC has instituted a virtual hiring freeze, has offered an early retirement package, and has made budget reductions in supplies and travel accounts. The forensics team may lose its advisor, who is retiring and might not be replaced. The summer theater program has been canceled. (Staff interview 5/17)

June 1994
IVC is even this spring in headcount and up 6 percent in the number of units students are taking. Cuts were made in business, physical education and fine arts courses and increases made in general education and basic skills. As a result of the drop in university degree-holders, the average age of the student population dropped two years. (*CCLC News* March/April)

October 1994
In the past four years, the college foundation has raised more than $600,000 for computer equipment, books, athletic equipment, and scholarships. An annual community awards dinner given by the foundation has raised up to $15,000 each year. The foundation scholarship program provides help to

more than 5 percent of IVC students, with $75,000 given out last year. The foundation hopes to increase its contributions for computer technology to $250,000 this year. (*Irvine World News* 8/14)

About 7,000 of the college's 9,000 students registered by telephone this semester.

January 1995
The foundation has a $250,000 goal in cash and in-kind contributions to keep the college current in computer information technology. By setting a $100,000 goal for endowed gifts, the foundation hopes to build on the progress of its planned giving program. Last year, the foundation raised $60,000 for student scholarships. (*Issues* staff newsletter 9/94)

May 1995
The college cut $530,000 from its budget in response to the district's efforts to transfer $2 million into contingency funds set up in response to the collapse of the Orange County investment pool. The cuts included $101,000 in unfilled teaching positions. (*Irvine World News* 3/2)

Summer session schedules were not mailed to county residents this year, saving $50,000 in postage and printing costs. Schedules are available at the campus and local libraries, community centers and high schools. The college has added 15 classes, for a total of 125. (*Los Angeles Times* 5/16)

September 1995
The college saved $40,000 by not mailing its summer schedule of classes to local residents. Schedules were only distributed on campus and at local libraries. The was forced to make $530,000 in cuts because of the Orange County bankruptcy, but will be getting all but 10 percent of that back under the repayment plan. (Staff interview 8/14)

Saddleback College

April 1992
One of two regularly-scheduled summer sessions has been canceled. The college had previously offered 480 classes divided between two six-week sessions. The 240-section session will save the college an estimated $568,000.

August 1992
The college cut one of its two summer sessions. 7,000 students enrolled for summer classes, with 3,000 names on waiting lists. A traditional second summer session was canceled.

October 1992
7,000 students were enrolled for summer classes, with another 3,000 on waiting lists at a college where the summer session was cut in half.

April 1993
The chief negotiator for faculty members told the trustees that teachers are willing to accept their offer of no salary increases as long as the district moves 20 administrators into classroom assignments. (*Dana Point News* 2/25)

June 1993
As part of an effort to deal with an estimated $2.8 million shortfall in the 1993-94 budget, the president has proposed eliminating the pay professors receive for working as coaches to student programs. This reassignment time includes the student newspaper, art gallery, forensics team and

summer musical theater. In the case of the student newspaper, the adviser would be asked to teach two more classes per semester, rather than being paid to help students produce the Lariat, which requires about 20 hours of week in addition to class time. The college estimates it costs $9,000 to hire other instructors to teach the two classes per semester that are lost to advising the Lariat. Campuswide, it costs $238,000 to cover reassigned time. (*Los Angeles Times* 5/4, *Saddleback Valley News* 5/12, staff interview 5/17)

November 1993

The college has spent about $35,000 looking for a new president and may spend another $20,000 before the search is over. Recruitment expenses have included travel, advertising, mass mailings, and brochure printings. The college spent $8,159 to send recruiters to conferences in Hawaii, New Orleans, and Miami. It spent $23,644 on advertisements in national publications. The college expects to spend up to $20,000 more when a group of four or five administrators and faculty members travels to interview the finalists. Search expenses have been high because the initial campaign did not yield enough candidates or produce candidates from diverse ethnic and educational backgrounds. The college received 30 applications in the initial recruiting process and 15 more after a second round of ads. (*Orange County Register* 7/29)

August 1994

Attorneys for a local running star have filed a $6.2 million claim against the college when she lost her right eye while running on the track after being hit with a golf ball from the adjacent college-owned driving range. Half of the 90-station golf driving range is open to the public and has been run by a management firm since it opened last fall. The company receives a flat fee plus a percentage if the course revenue exceeds its quota. The college expects to pay off the note with user fees. (*Los Angeles Times* 5/25)

January 1995

The Budget Committee has made a recommendation that no additional faculty members be hired for the 1995-96 fiscal year. The Dean's Cabinet, however, is recommending that the college hire eight new faculty members. The budget committee has been pared from 18 to 7 on a recommendation from the committee itself, which contended last year that its size made it to "cumbersome." The new format—approved by all campus governance units—gives greater authority and responsibility to the committee in making recommendations to the college president, who discusses the recommendations with the President's Council. (*Beat*, staff newsletter December and November issues)

March 1995

The college has struck a deal with PepsiCo Inc. that gives the soda company exclusive rights as soda supplier at the college in exchange for a $37,500 baseball scoreboard. Pepsi will have exclusive soda rights for five years. (*Los Angeles Times* 12/7)

The foundation and Apple Computers Inc. have combined to donate $20,000 worth of equipment to the Innovation and Technology Center, which was created to provide increased computer support services. (*Beat* staff newsletter, February issue)

May 1995

The Organizational Structure Committee is gathering information on options for a new organizational structure at the college. The committee, like the other four master plan committees (Balance of Programs, Program Review, Staffing, and Institutional Survey) will report its findings to the master plan steering committee chaired by a vice president. The President's Council will review the final product. The Division of Counseling and Special Programs hosted 62 counselors from area high schools at its annual High School Counselor Day. (*Beat* staff newsletter 3/95)

San Bernardino CCD

San Bernardino CCD

April 1992
Will cut 60 percent of summer course offerings at Crafton Hills and San Bernardino Valley colleges.

June 1992
An estimated $300,000 will be saved by cutting the summer session in half and eliminating 154 course sections this fall. The district has made class schedules self-supporting. Schedules will no longer be bulk mailed to the community and will only be available on the college campuses at a cost of $1. The district is 10 percent over cap.

August 1992
Class schedules will no longer be bulk-mailed district wide and are only available at the college bookstores for $1 apiece. One hundred fifty-seven course sections were cut for fall 1992, but enrollment is still expected to be at, or near, cap. The number of summer course sections was cut by 50 percent.

October 1992
Headcount was down 10 percent, but the enrollment management committee says it is by design, reflecting cuts of 154 courses districtwide.

March 1993
Administration and staff have agreed to 10 percent budget cuts without layoffs next year, if the governor's budget proposal is adopted, including decreases for supplies and course cuts. The tentative agreement calls for across-the-board salary cuts for any budget decrease beyond 10 percent.

April 1993
To avoid layoffs, the faculty bargaining unit has agreed to a pay cut of up to 5 percent if district budget cuts go beyond the anticipated 10.2 percent. About 60 administrators have agreed to the plan and the union representing classified staff is negotiating a similar agreement. The district's 1993-94 budget will be an estimated $4 million less than this year's. (*San Bernardino Sun* 3/13, Staff interviews 3/9)

May 1993
About 187 course sections will be eliminated this fall, on top of 200 which were eliminated last fall. Student employment will be cut in half and supply budgets reduced by 30 percent. The district may eliminate most classes offered at off-campus sites in the mountains in order to save $31,700. The district is attempting to cut its budget by 10 percent to compensate for impending state funding cutbacks. The County Board of Supervisors voted to hold an election to see if two-thirds of county voters will vote to approve an extra half-cent sales tax to provide funds for law enforcement, the courts, and community college districts. The tax would generate an estimated $60 million and would be in place for seven years. Twelve percent of the tax would go to community college districts. School districts declined to participate. (*Chino Valley News*, *Hi Desert Star* 3/10, *El Chicano* 3/26, *San Bernardino Sun* 4/8)

June 1993

District cities voted 71 percent in approval of a June 8 public safety/education measure which would have installed a half-cent sales tax, but the rest of the county voted only 54 percent approval so the two-thirds vote necessary did not materialize. The measure would have provided funds for law enforcement, the courts, and community college districts. The districts would have received 12 percent of the $60 million generated annually. (Staff interview 6/14)

September 1993

Measure U was 6 percent shy of the two-thirds margin needed for passage. The sales tax ballot issue would have generated about $7 million annually for the county's community colleges, targeting vocational programs. (*Daily Bulletin* 6/9)

June 1994

The college experienced a 6 percent decline in headcount last year on a $20,000 marketing budget. This year, the spring campaign alone cost $68,000 and utilized 31 vendors. The colleges took out full-page "Penny Saver" ads for $7,800 which were particularly effective. (Staff presentation, CCPRO Conference, 4/28)

October 1994

The district office will become the fifth tenant at former Norton Air Force Base, once administrators can sell the current site. The district will sponsor a regional training center at the new site to attract business to the airport, working with employers to use college educational programs. (*San Bernardino Sun* 8/8)

September 1995

Recent cost-efficiency efforts include the offering of early retirements, negotiating an increase in employee health payments and freezing the budget at the two colleges until expenditures have been given priorities. An estimated $618,000 has been saved between 1993-95 as the result of retirements and that figure increased to $1 million when a "golden handshake" was included. Early retirement was available to the teaching and non-teaching staff and to administrators. Twenty-seven certificated people, including a librarian and two counselors accepted. One administrator, the district affirmative action officer retired. A new proposal that could raise more than a half-million dollars a year was proffered by the chancellor at the opening of the academic year: Would each employee consider a payroll deduction of one-half of one percent a month? Contributions would help cover costs for needed supplies and equipment without dependence on the state budget. He figures about $20,000 could come from Crafton Hills College and $40,000 from San Bernardino Valley College. The district has about 650 employees. (Staff interview 8/24)

Crafton Hills College

October 1992

Cut 37 course sections this fall and saw enrollment drop by 11 percent, to 5,300. Long waiting lists for math and science courses.

June 1993

The college has been trimming course sections for the past year. Faculty members have agreed, at least temporarily, to larger class sizes. The college is preparing for a possible influx of transfer students from the California State University, San Bernardino and the University of California, Riverside. (Staff interview 5/14)

San Bernardino Valley College

September 1991
Anticipating a 6.4 percent budget cut, including $352,400 in cuts from instruction and student support services. Two off-campus centers will close.

March 1993
Expenditures have been frozen in all areas except for emergency repairs, contracted obligations and essential classroom supplies. With a $600,000 contractual obligation to employees and a $400,000 increase in benefits, the college is facing a loss of $6 million in 1993-94 under the governor's proposed budget.

San Diego CCD

San Diego CCD

September 1991
Will turn away 4,000 students and cut 400 classes this fall to cut $6.5 million from $100 million budget.

April 1992
Has cut 13 management positions. Will save an estimated $200,000 a year by cutting athletic programs at San Diego City and Mesa colleges. Football, volleyball, golf, and track teams will be combined, competing with other colleges as a single team.

June 1992
No layoffs are expected among 6,500 employees as the district absorbs $10 million in budget cuts, but about 70 vacant positions will go unfilled. The district will lose $5 million in 1992-93 because the state will not finance contracted cost-of-living raises for employees, $1.1 million for new instructional equipment or $3 million for program improvements. The district expects to offset $6 million of the $10 million deficit by imposing 7.4 percent cutbacks at each of its three campuses and centers. The district had 5,000 unfunded students in 1991-92, costing $7.3 million.

May 1993
The more faculty members who opt for early retirement this summer, the bigger a one-time bonus payment, estimated to run as high as $1,200, for the remainder of the faculty. One hundred twenty-seven faculty members who are at least 55 years old will be eligible for the early retirement incentives, valued at $45,000 per full-time employee. The bonus will be available only if 22 tenured faculty members retire. It will range from 2 to 4 percent of each instructor's gross earnings for the spring semester, the higher figure kicking in if at least 45 faculty members opt for retirement. The new faculty contract provides no increase in pay to instructors, whose last raises were in 1991. (*San Diego Union-Tribune* 4/14)

September 1993
The $214 million budget reinstated money for a multicultural center at Mesa College. Miramar and City colleges will get added funds for remodeling or construction. The budget includes $250,000 for a telephone registration system. Dropped were plans for administrators to teach some classes. The district's budget-setting process gave each campus more responsibility than ever in setting spending

priorities, but the trustees insisted on a "demand driven" course schedule. (*San Diego Union Tribune* 8/28)

November 1993
The colleges are joining forces in a marketing campaign with the message that community colleges are the "best buy" in higher education. The colleges have each contributed money to the campaign, which includes ads in the *San Diego Union Tribune* and on four radio stations. Buttons with the "best buy" message will be purchased and distributed to staff and students. Individual colleges will reinforce the message in fliers, brochures, their spring schedules and their own advertising. Participating colleges are MiraCosta, Palomar, Miramar, Mesa, San Diego City, Southwestern, Grossmont, and Cuyamaca. By pooling funds, the colleges are able to advertise in media they could not otherwise afford. (*CCPRO News*, October issue)

June 1994
To combat any decline in student population, the colleges have combined their efforts in marketing. Most effective has been the $11,000 spent on local television listing advertising, as well as campaigns on radio and in movie theaters. (Staff presentation, CCPRO Conference, 4/28)

January 1995
Regional cooperation of the eight campuses in a marketing campaign features heavy use of cable television and Metro Traffic Control on 40 radio stations. Last semester, the colleges began a "glitch free" telephone registration effort. (Staff interview 10/27)

San Diego City College

June 1992
One hundred nine course sections in 38 subjects will be cut, affecting a potential 3,188 students.

June 1993
The college is offering a full summer session and has made only slight reductions in the course offerings for the fall semesters. (Staff interview 5/20)

May 1995
The financial aid director reports there is a direct relationship between student fees and student financial aid requests. His department provides 8,170 students with more than $10 million. (*The News, CCLC Newsletter* March/April 1995)

San Diego Mesa College

January 1993
The college cut $1.6 million from its $28 million budget. The college adopted committee recommendations to eliminate two vacant deanships, freeze 11 vacant full-time faculty positions, drop 150 fall course sections, cut summer school in half and reduce the honors program.

San Diego Miramar College

October 1992

The college budget was cut 7.5 percent this year, matching last year's cuts. Specific cuts came in supply budgets, and part-time hourly staff and 35 course sections were eliminated. Even so, most fall classes were at capacity. Budget restrictions have kept the college from developing any more than 5 of its 120 acres.

June 1993

Course offerings have been reduced by 4 percent for the fall semester, but have been increased for the summer session in response to the demand for English, math, and social science courses by area university students. (Staff interview 5/26)

June 1994

The college has found the most effective student recruitment approach is face–to–face. High school seniors are honored by academic departments during open houses. Breakfasts are held on campus for high school counselors. (Staff presentation, CCPRO Conference 4/28)

San Francisco CCD

San Francisco, City College of

May 1991

Faces $5 million deficit. Has cut more than 1/3 of administrative positions (but no layoffs) to save $2 million, from 71 to 46. Salaries of 25 other administrators will be reduced from an average $72,000 to $42,000. Wants a 25 percent share of the 1/4-cent sales tax increase proposed by SF's public school system to raise an extra $22 million next year (fall bond vote). Expects to add 8,000 students to 80,000-student district next year.

April 1992

The college had considered eliminating summer sessions, but has decided on an abbreviated session instead, cutting course offerings in half. The cost of the summer session will be $326,000, with noncredit classes offered only in the month of June and credit courses limited to a single six-week session.

June 1992

The college had considered eliminating summer sessions, but has decided on an abbreviated session instead, cutting the number of course offerings in half. The cost of the summer session will be $326,000, with noncredit classes offered only in the month of June and credit courses limited to a single six-week session.

October 1992

Headcount is up by more than 2,000 students, with classes in English and math filled well before the opening of the fall semester.

January 1993

A quarter-cent sales tax has contributed $5 million to this year's budget, keeping it level with last year's and heading off faculty layoffs and course sections cuts. The tax sunsets in two years.

Headcount has increased from 85,000 to 90,000, much of that believed to be the impact of students turned away from Bay Area universities.

March 1993

The district is trying to persuade the Board of Supervisors to call a special spring election to extend one of two sales taxes which sunset June 20. It would like to see an election in April or May and success requires the support of two-thirds of those voting. A quarter-cent tax was approved by SF voters in 1991 and has yielded $16 million for schools and $8 million for CCSF. The other is the half-cent sales tax imposed during last year's budget crisis. The projected budget deficit for 1993-94 is from $6 to $12 million.

April 1993

CCSF faces a potential $20 million deficit in a $100 million budget. The college hired a consulting firm for $398,000 to find ways to pare the budget and enhance revenues. Their report called for scaling back on hundreds of courses with low enrollments, eliminating departments, cutting back on administrators whose job responsibilities are undefined, eliminating faculty sabbaticals, and requiring faculty to teach more courses. The budget director presented a quarterly report that revealed a reserve of $470,000 projected for the end of the fiscal year, not enough to cover the $1.5 million needed to cover the cost of summer school. The San Francisco Public Finance Authority agreed to put a 1/4 cent tax on the city ballot for a special election in June only if an equivalent state tax laps. The tax would bring about $22 million to local schools and CCSF. The budget director has asked each division to submit 1993-94 budgets under four scenarios: cuts of 2 percent, 5 percent, 10 percent, and 20 percent. (*San Francisco Independent* 3/2; *San Francisco Chronicle* 3/12, 3/20; Staff interview 3/26)

May 1993

The chancellor has proposed organizational reforms aimed at cutting $400,000 from the budget. The number of administrators would be cut from 46 to 41 and educational programs grouped within six schools: math and science; applied science and technology; behavioral and social sciences; liberal arts; international education; and health. The $110 million budget faces a deficit of nearly $20 million. The board has directed the chancellor to cut $500,000 in operational expenses to permit summer session to be offered with one-third fewer classes. Summer session usually attracts 8,000 students and, this year, will serve about 2,000. (*San Francisco Chronicle* 4/8, 4/23)

June 1993

The chancellor has proposed eliminating five to seven administrator positions out of 46 and requiring those who remain to share in 10-day mandatory furloughs with the classified staff. A reorganization of the college calls for the creation of six schools, administered from four different campuses. These economies add up to $1,270,000, but an estimated $19 million must be cut from the 1993-94 budget. A consultant report noted that the major savings must come from faculty and classified staff salaries, reducing the number of course offerings and increasing class size. (*San Francisco Examiner* 4/21)

September 1993

Proposition A on the city ballot was passed with 74 percent of the vote and will provide a quarter-cent sales tax for the benefit of K-14 schools, meaning $6 million annually to the district. The district eliminated six administrative jobs and asked nine others to take on additional duties. The reorganization is a total cut of $500,000 for administrators' salaries and benefits. Faculty members in the AFT agreed to postpone July 1 salary increases until January 1994, saving the college about $1.2 million. City College has dropped its men's soccer team. (*Potrero View*, *San Francisco Examiner* 6/11, *San Francisco Chronicle* 8/3)

October 1994

The board adopted a $101.2 million budget, leaving a balance of $500,989 unappropriated and $4 million in reserve. Careful fiscal management allowed the district to add $500,000 tits reserve. Credit classes will remain at the same level as last year. An equipment allocation committee will be formed to determine how $529,000 in categorical equipment funds will be spent. There was an across-the-board 5 percent reduction in supply budgets to reflect actual spending. The Budget and Planning Committee will continue to review the supply budget. (*City Currents* staff newsletter 8/19)

January 1995

One thing that hurts CCSF in the competition for capital outlay project funding is that a space inventory has not been updated in 20 years. The college is addressing this by having the original floor plans of all CCSF buildings converted to Auto CAD files. (*City Currents* staff newsletter 10/3)

The AFT local, which represents most faculty, is asking for a 2 percent raise, retroactive to last July, with an additional 2 percent raise in January 1995. (*The Guardsman* 11/16)

Staff members are being encouraged to include the foundation in payroll deductions during the annual charity campaign. (*City Currents* 12/5)

March 1995

The Master Plan Committee is discussing whether schools, programs and campuses which do not pay their way should be examined to see if "community value outweighs their economic inefficiency in delivering instruction." Cost indices have been developed for most disciplines. (*City Currents* staff newsletter 2/21)

The new library will be named after a donor who agreed to give $500,000 over a three-year period, with another $500,000 as a bequest. The district is overhauling its Grants Alert System, an early notification system for faculty to learn about requests for proposals, and has hired a full-time grants writer. Faculty and staff are being asked to contribute to the college library support group. (*City Currents* 1/17, 1/23)

May 1995

The chief operating officer, the provost and a vice chancellor will each assume the title of chief executive officer for one-month rotations during the time it takes for the selection and hiring of a new chancellor. The Board of Trustees agreed that the move can save $50,000, the amount it would have cost to pay salary and benefits to an interim chancellor for the months between the current chancellor's departure and the date a new one will begin work. The three administrators will go through at least two complete rotations while the search is underway. (*City Currents* staff newsletter 3/20)

September 1995

Trustees have agreed to pursue a one-time assessment on property owners to pay for improvements to the college's sports facilities and finance campus lighting, graffiti removal and a new parking lot. The city's property owners will find the new assessment tacked onto their December property tax bills which is expected to raise about $3 million. The tax would range from $4 to $20, depending on property location. The tax would be supplemented by $1.6 million from district funds to pay for a range of projects at the college's Phelan Avenue campus. The basis of the Landscape and Lighting act—enacted by the state in 1972—is that homeowners' property values are enhanced by public facilities. It is a tax that does not require the two-thirds voter approval mandated by Proposition 13. (*San Francisco Independent* 8/25)

A report from the Master Plan Committee lists 19 goals. One calls for the development of alternative funding sources. Suggested strategies include developing sources from private industry, foundations and grants. The committee recommends the development of a bond issue referendum, an alumni association and a capital campaign. The committee recommends exploring additional revenue sources from contract education; community service and certificate renewal courses. It recommends recruitment of more international students. (*City Currents* staff newsletter 5/22)

San Joaquin Delta CCD

San Joaquin Delta College

September 1991

Suffered $4.1 million budget cut, after serving 4,000 students over cap in 1990-91. Fall quarter headcount is up 1 percent, to 14,000. Even so, most classes are "filled to capacity."

April 1992

Trustees have approved a hiring freeze to combat a potential $750,000 budget deficit. Cut 300 courses and laid off part-time instructors in the spring semester, 10 percent of course offerings. One hundred fifteen courses were cut last fall. Some classes had waiting lists of 200. Enrollment management committee which is considering summer session cuts. Still maintains a $6 million budget reserve. Nineteen thousand headcount, but 4,000 are unfunded.

October 1992

After cutting 300 course sections last year, headcount is up 10.9 percent, this fall, but there is a 4 percent decline in the number of units enrolled.

January 1993

The college made budget cuts of 9 percent this year and has concluded that if similar cuts have to be made next year there will be layoffs of full-time employees.

March 1993

The president has announced that the college must cut $3.5 million from its $48 million budget if the governor's budget proposal is adopted. The college could eliminate 30 to 70 of its 400 part-time instructors, and some of the 50 administrators or 250 classified employees. Eliminating 1,800 students and the faculty to teach them can save more than $1 million, according to the business manager.

March 1993

The president has announced a $3.7 million cut in this year's $48 million budget and acknowledged that layoffs are possible before July. Employee reductions could mean a loss of about 1,800 students from the student population. There is a freeze on building projects, except those supported through categorical funds.

April 1993

Five administrator positions will be eliminated through retirements or reassignments to nonmanagerial positions. The college figures to cut $3.5 million from next year's budget, a reduction to $44.5 million, and is reviewing 300 proposed options. The board ruled against the recommendation of the administration that recruitment be discontinued for six vacant faculty positions. Faculty contract negotiations have opened, with salary decreases expected of 3 to 5 percent. Early retirement incentives are being offered, including a provision tallow up to two years of additional service credit to PERS members who retire between April and August. The class schedule mailing list has been cut from 188,000 to 25,000. (Staff interview 3/15, district newsletter 3/22, *Lodi News Sentinal* 3/18)

May 1993
One proposal calls for cutting the 19-sport athletic program to 11, and eliminating the athletic director's position. There have not been awards or team banquets for three years. (*Modesto Bee* 4/23)

June 1993
Recent budget-reduction measures by the Board of Trustees include discontinuing recruitment for three vacant positions, awarding "golden handshakes" to 16 employees, and combining the Family and Consumer Education and Health Sciences divisions. The board spend $1 million from its reserve fund and will spend another $3.5 million from that fund next year, leaving about $9 million. The board voted to reorganize the Technical Arts Public Safety Division and anticipates a savings of more than $83,000 by reclassifying the division chairperson, reassigning a clerk typist and eliminating the division secretary position. The trustees agreed to postpone consideration of reducing the Athletic Department budget until next spring. (*Delta Staff Notes* 5/10 and 5/24, staff interview 5/13)

September 1993
Summer class schedules were mailed to 37,000 addresses, far fewer than the 188,000 sent out for the spring semester. The college expects to save about $300,000 by more selective mailing, principally to continuing students. The $51 million budget has a deficit of $3.5 million, which will be made up with a $1 million reduction in certificated hourly support and $1.5 million in other line item appropriations. About $1 million will come from reserves. (*Delta Staff Notes* 6/21)

November 1993
This year, the college expects to double the number of students who earn credits through contract classes, from about 850 to 1,700. Last year, the Department of Corrections sent more than 300 employees through Delta's training center in Galt. The Delta College contract education administrator estimates that large districts with several people working in this area, "can bring in $6 million to $7 million." Statewide, more than 9,000 companies have enlisted several hundred thousand employees in community college training programs in the last two years. Pacific Bell has 1,700 employees in such programs statewide. (The *Modesto Bee* 10/25)

March 1994
The college expects to lose about $650,000 due to state property tax shortfalls and, as it did last year, will dip into reserves to make up the difference. (*Modesto Bee* 2/10)

Spring enrollment is 15,477, about 6 percent less than last spring. (*Modesto Bee* 2/11)

August 1994
The Board of Trustees authorized the issuance of 1994 Tax and Revenue Anticipation Notes through the San Joaquin County Board of Supervisors in an amount not to exceed $3 million. The money will be used for cash flow to help the district, "through some tight months," while waiting for property tax receipts. Since property taxes are a substantially large component of the state apportionment process, the reliance on tax receipts to meet monthly operational costs has increased greatly. Summer headcount after seven days was 5,945, a 7.5 percent decrease from the summer of 1993. In units enrolled, however, the decrease was only 1.3 percent. A dozen employees

volunteered to work in an information booth to help students during the first two days of the summer intercession. The tentative budget of $50 million is out of balance by $682,913, but was approved while waiting for the state budget picture to clear. (*Delta Staff Notes* 7/4)

October 1994

The district sold $2,595,000 in Tax and Revenue anticipation notes to provide cash to assist the district in meeting its cash flow needs for 1994-95. The board authorized the seeking of an investment program which provides the best rate of return. In the past, the district left all operating funds in the county treasury for investment purposes. Most deposits were operating funds, as opposed to medium or long-term funds reserved for specific purposes. The official budget of $52,363,692 includes a reserve balance of $4,496,653. (*Delta Staff Notes* 8/22)

The budget was constructed with the provision that none would be laid off, if at all possible. The budget was balanced by drawing $700,000 from reserves. (*Delta Staff Notes* 8/29)

Enrollment on the 14th day of the term was up slightly, 1.3 percent, over enrollment at the same time last year. (Staff Notes 9/19)

January 1995

The projected state property tax/enrollment fee deficit which has risen from 1.91 to 3.5 percent means the college budget will further reduce college revenues by $600,000. The budget already had a $1.1 million operating deficit, although a reduction process is underway, including a board workshop. (*Delta Staff Notes* 12/12)

The administration and those in the bargaining unit for nonteaching staff have agreed on a plan which will, at least temporarily, avoid institution of a hiring freeze, which the board could consider next year. A proposal had been made to begin a freeze and continue it through next February, when decisions will be made by the board about reductions in programs, services and staffing which may be necessary to address the budget deficit. Staff members will still be recruited, but those applicants selected will be informed of the possibility of a staff reduction in February. The applicant will be given the choice of accepting the position and assuming the risk of layoff, or delaying acceptance until after staffing decisions have been made. In those cases where a delay is requested, a substitute would be hired. (*Delta Staff Notes* 10/10)

March 1995

At the Board of Trustees' February 7 meeting, it received a financial report that showed expenditures in excess of revenues in the amount of $1,614,859 where in the prior year, expenditures were in excess of revenues of $100,894. The major reason for the change is that property tax and student fee collections are significantly lower than they were in the first half of the previous year. The main concern for the revenue levels for the current year is the unknown amount of deficit apportionment funding that will occur if the state budget situation does not improve. Financial situations related to the college budget appear to be having a direct adverse effect on the number of off-campus sections. There were 225 off-campus course sections in 1990-91, and 160 in 1994-95. (*Delta Staff Notes* 2/13)

May 1995

In 1992, 21 of the top 25 salaries at the college were those of faculty members, with the highest-paid instructor making nearly $95,000. Eleven faculty members made the top 25 list in 1993. Faculty salaries are being pushed up by "overload" pay, instructors taking on additional classroom time beyond the standard workload defined in union contracts. Observers say the list is an indicator of how reliant districts have become on existing faculty shouldering more than standard workloads, rather than hiring new instructors. About half of the Delta faculty work overload. With overload pay included, the average Delta instructor earned $64,971 in 1993, compared with $65,233 for administrators. (*Modesto Bee* 3/20)

The Board of Trustees has approved the consideration of the Two Years Additional Service Credit Retirement Option for employees covered under the Public Employees Retirement System. Employees who are 50 and have at least five years employment under PERS are eligible. The option would provide for two years additional service credit if approved by the board. (*Delta Staff Notes* 4/3)

The preliminary budget has two scenarios, one based on receiving the revenue in the governor's proposed budget and the other based on receiving the current 1994-95 year budgeted revenue (assuming full restoration of the midyear property tax shortfall). The first "best case" scenario showed a positive recurring balance of $927,944. The second "worse case" scenario showed a recurring deficit of $296,832. (*Delta Staff Notes* 4/10)

September 1995

The board approved a reorganization of the student services division which "flattens" the organization. Several special services are now consolidated under the supervision of the revised position of director of special services and programs. Eleven-month contracts are extended to selected counselors to provide matriculation services to students during summer months. (*Delta Staff Notes* staff newsletter 7/24)

Since joining a consortium of northern California community colleges, the college has enrolled 5,697 students in courses delivered through open broadcast television. (*Delta Staff Notes* 6/26)

Work will begin this fall on the outmoded heating and air conditioning system. Improvements, when complete, are expected to save $500,000 a year. (*Delta Staff Notes* 8/14)

San Jose-Evergreen CCD

San Jose–Evergreen CCD

September 1991

On the opening day of classes the district had just a 2.1 percent increase in headcount, but it came in a year when class offerings were cut to balance the budget.

April 1992

Estimates that up to 500 at each campus were unable to get courses they sought. Cap is 2 percent, but fall headcount increased 13 percent. There was a 63 percent increase in admissions applications last fall at 12,000-student San Jose CC. San Jose CC cut 135 courses from spring semester schedule and Evergreen (11,000 students) cut 60.

March 1995

District officials are studying alternatives to its $500,000 annual budget for college security officers in light of state funding losses averaging $1 million a year. A Budget Advisory Committee has suggested campus police could be funded by raising daily parking fees from 50 cents to $1. (*San Jose Metro* 1/12)

Evergreen Valley College

September 1991

Closed 150 of 850 class sections, including all ESL. All English and science sections are filled, with waiting lists for some which care double the class capacity. Low enrollment courses such as tennis, drama, and fine arts are being canceled.

October 1992

Opening day headcount was 13,110 compared with 14,000 in the fall of 1991. 68 percent of classes were at capacity and closed on opening day. There is a hiring freeze and late registration was eliminated.

September 1993

Due to demand, the college stopped taking applications for the summer session earlier than ever, a full month before classes were scheduled to begin. (*San Jose Mercury News* 6/18)

October 1994

The college has made budget reductions, reorganized staff assignments and relocated programs. A student center fee initiative was passed which, when combined with a private contribution, will result in construction next year of a student center. The Partners In Education Program provides a connection with high school students to five college programs and stimulates matriculation. (*President's Newsletter* Fall 1994)

A survey of 60 students by the public relations office showed that 46 would choose to attend Evergreen Valley again, if given a second choice. Half rated cafeteria food service as "inadequate" and 43 said they were impressed with campus student support services such as counseling. (CCPRO workshop presentation 10/7)

May 1995

A joint powers board has been established for a pilot program between Gavilan and Evergreen Valley College to merge police, fire and emergency medical training. The operation is expected to save the colleges a combined $160,000 in the next fiscal year. Organizers hope to enlist 12 other colleges, perhaps operating out of a regional site. (*Morgan Hill Times* 2/14)

San Jose City College

August 1992

Opening day headcount was 10,259, compared with 13,200 in the fall of last year. Sixty percent of classes were full on opening day. There is a hiring freeze. Twelve hundred students were turned away without classes when late registration was eliminated.

October 1992

Opening day headcount was 10,259, compared with 13,200 in the fall of last year. Sixty percent of classes were full on opening day. There is a hiring freeze. Twelve hundred students were turned away without classes when late registration was eliminated.

August 1994

The college is sending a brochure to local business owners, asking for contributions to support education. In a letter to business leaders, the college president notes that the college is, "a major training facility" for San Jose business. (SJCC business letter 6/17)

October 1994
The College Marketing Department conducted a survey of 31 day students waiting in the registration line during the first week of classes and 50 percent said they first found out about the college from friends and family. Only one said he was influenced by a college advertisement. Another 30 evening students were polled, with virtually the same results. Most said they chose the college because it was close to home and most suggested that registration could be improved with either more staff or a telephone admissions process. (CCPRO workshop presentation 10/7)

The college's director of school and community relations coordinates high school student recruitment efforts, develops strategies for fundraising, and organized the first alumni association. (*In Touch* staff newsletter, Fall 1994)

May 1995
Targeted cuts in the proposed 1995-96 budget have dropped from more than $530,000 in December to $250,000. The San Jose City College Planning Council makes budget cut recommendations to the college president. Offices of instruction, administration and student services have been asked to suggest cuts equal to the percentage of the budget each receives. Administration was asked to cut 12.6 percent, instruction 75.8 percent and student services 11.6 percent. (*San Jose City Times* 2/23)

San Luis Obispo County CCD

Cuesta College

September 1991
$219,000 in budget cuts include reduced library hours and closure of off-campus evening center.

April 1992
The foundation is seeking public help to provide at least $39,000 worth of instructional equipment which the college cannot purchase because of cutbacks.

August 1992
Nearly 100 course sections were cut and 40 part-time employees were laid off as the college cut $1.5 million from its budget. The college will also cut half of its classes at a nearby high school. The Cuesta College Foundation has launched a campaign to raise $5.3 million in donation over the next three years to help pay for 16 campus projects.

October 1992
Cuesta reduced its 1992-93 budget by nearly $2 million. Ninety-six course sections, representing 3,000 seats, were cut, a hiring freeze imposed, 40 part-time teaching positions eliminated, and the operating budget was cut 20 percent. Enrollment is up 4.6 percent, even though 65 course sections were cut. 30 more courses will be cut in the spring.

January 1993
The $22.6 million budget, represents a $1.5 million cut. Last year, 96 course sections, 3,000 seats, were cut.

March 1993
Under the governor's 1993-94 budget proposal, college administrators estimate cuts of up to $2.5 million. They predict the layoff of at least 45 full-time instructors or 660 courses taught by part-timers.

April 1993
The college made $150.000 in budget cuts after the state's property tax shortfall was announced. Spending and hiring freezes are in place. Summer session will be held to last year's level of 65 course sections. (Staff interview)

May 1993
The college is preparing to cut 10 percent of course sections next year, about 200 classes over two semesters. Low-enrollment classes and those which cannot be transferred to universities will be the first to go. The college made $150,000 in cuts to this year's budget to make up for the state's shortfall in property tax collections. About 70 percent of the cuts were made in administrative areas. The college implemented a hiring and spending freeze. The implications of next year's proposed state budget will require cuts from $1.2 million to $2.1 million, or 6 percent to 12 percent of the college budget. (*San Luis Obispo Telegram-Tribune* 3/20, 4/8, *Press Recorder* 3/17)

June 1993
Sixty-five course sections were cut from the fall schedule of classes. The college must make cuts next year of at least $1.2 million and perhaps as much as $2.1 million in its $22.1 million budget. Reductions have also been proposed in operating expenditures, utilities and salaries. (*Atascadero News* 4/23)

September 1993
The $22 million budget reflects a $1 million decrease. The budget reduction plan includes offering unpaid leave to classified staff, continuing a hiring freeze, reducing class offerings and conference expenditures and reducing the athletic and drama programs. A surprise operating cost emerged when the water department announced an increase in the college rates by $29,000 a year, phased in over two years. (*Atascadero News* 6/9)

November 1993
The Board of Trustees approved a $23.6 million budget, about $1 million less than the operating budget of 1991-92. More than 100 course sections were cut and an off-campus center closed. Funding was eliminated for the men's and women's tennis and golf programs and funding for drama was cut in half. The instructional materials and supplies budgets have been cut 20 percent. (*Five Cities Times Press Recorder* 9/17)

An old freezer used to store specimens in the biological sciences department is "on its last legs" and cannot be replaced because the college has not received instructional equipment funds for three years. The college foundation tracks the urgent equipment needs of college departments and is trying to find a donor for the $900 item. The foundation is also seeking donations of $1,500 microscopes and computers. (*Atascadero News* 8/25)

June 1994
As a result of a projected shortfall in state funding, $300,000 in cuts have to be made in the college budget. Cuts were made in operational costs, materials, travel, and some repair jobs. The district had put aside $320,000 in deficit contingency funds, but that will not be enough to cover the anticipated 2 to 4 percent deficit in this year's budget. (*Telegram–Tribune* 2/8)

October 1994

During the summer, two administrative positions (career center, research) were eliminated and $221,426 in budget cuts made. Equipment allocations were reduced by $75,000, alteration allocations were cut $26,426, administrative positions were cut by $50,000 and general fund support to fee-based programs was cut by $30,000. Operating budgets were restored to 1993-94 levels and fall enrollments are "healthy." To protect the budget from a mid-year crisis, the administration has recommended that the district retain a deficit contingency fund of 2 percent of state and local revenue ($320,000). If mid-year deficits do not occur, these funds can then be directed into other expenditure categories. (*Campus Communicator*, August issue)

One of the college's cash innovation awards went to the counseling services staff for launching the first countywide high school counselor's conference. Improved student recruitment is one of the goals. (*Cuesta Connection*, fall edition)

January 1995

The 21-member planning and budget committee has embarked on a six-year-long process for major review and revision of the College Plan. The baseball team will raise additional funding support by selling Christmas trees. (*Campus Communicator*, staff newsletter 10/94)

Partly for budget considerations, the swimming pool will be shut down from December through January 23 and then open only on weekdays until the spring. The foundation is encouraging staff members to pledge cash donations through payroll deductions. (*Campus Communicator* 12/94)

March 1995

Results of cutting the athletic budget by $31,000 over the last two years is that men's golf and tennis have been suspended, and the men's basketball team wears uniforms displaying a sponsor's logo. Cuesta is believed to be the first college team in America to display a corporate logo. It charged Discovery Dining $5,000 for having the team wear an embroidered rectangle of less than seven square inches. The NCAA and NAIA prohibit the practice. Cuesta has also signed a 15-month contract with Cellular One of San Luis Obispo to sponsor the entire athletic program. (*Modesto Bee* 12/22)

The local Junior College Penny Catalog Showroom donated a portion of its February sales, 50 cents for the sale of each catalog, to the college endowment fund. Continuous Process Improvement teams will be formed to review and recommend improvements in four areas: receipt of money, facilities scheduling, student applications, and processing work orders. (*Campus Communicator* staff newsletter, January issue)

May 1995

Campus groups are looking into reorganization of management and a proposal to turn the public safety office into a campus police department. Continuous Quality Improvement teams are working on improving efficiency in registration, cashiering, refunds, work orders and facilities. (*Campus Communicator* 3/95)

The college is seeking to hire a full-time development professional to coordinate foundation fundraising from the community, business and alumni. Qualifications sought include experience in telemarketing and direct mail. (Job announcement 5/1)

September 1995

The first campus building has been named under a policy allowing buildings to be named for donors when $1 million has been given. In this case, a new health and human development building will be named by a donor who made cash gifts to the college along with part of the annual earnings on an irrevocable trust and a life estate reserved agreement adding up to more than $1 million. The planning and budget committee is collaborating with the foundation to recommend fundraising priorities to the foundation board. About $150,000 has been raised to support the college's 16 initial initiatives. The President's Luncheon, sponsored by the foundation, honored 74 donors who in 1994-95 contributed more than $300,000 to the district. (*Campus Communicator*, staff newsletter)

San Mateo County CCD

San Mateo County CCD

April 1992

In the past, the district had been reluctant to switch to a semester system, fearing a drop enrollment. However, the district is currently 8.5 percent above its cap, meaning $2.6 million of ADA is not being funded by the state. A vote of instructors, sanctioned by the AFT, endorsed the move 252-56 and the semester schedule will begin this fall. Summer session will be held at 1991 level, which was a 25 percent reduction over previous year.

October 1992

The board has passed a $73.5 million budget, but is concerned about the district's $49 million unfunded liability for retiree benefits. The contract between the district and AFSCME includes no salary increase, provisions to work nine out of every 10 days during the summer, and calls for exploring a "flexible work week." The district served 1,643 full-time equivalent students (FTES) last year without receiving state funding for them. There was a 3.7 percent increase in FTES districtwide in 1991-92.

March 1993

The district had an 18 percent decrease in headcount and a 6 percent drop in full-time equivalent students, comparing this spring semester with the same period in 1992. Of the 6,000 students lost, 2,000 held bachelor's degrees. Budget contingency plans for 1992-93 have been implemented at the .4 percent level. Parcels of district land, including 184 acres near the coast and 30 acres in San Bruno previously proposed for residential development, will be evaluated for their monetary worth to the district.

April 1993

The district lost 11 percent of its headcount this spring, largely due to the loss of students with bachelor's degrees, and is expected to lose 6 percent of its FTES for the year. The board has eliminated one classified administrative position and two academic administrative positions, on top of an 8 percent reduction in administrator jobs in the past 18 months. Sixty-seven vacant classified positions have been deleted at the three colleges and the Chancellor's Office. Ten classified employees will be laid off. A 5.3 percent budget reduction is anticipated next year, and another $1.4 million must be cut from this year's budget. The district and the AFT could not reach agreement on a retirement incentive plan. Classified employees are being offered a $3,000 stipend if they have a combined age plus years of service of 80 or more and they retire by June 30. (Board summary bulletin 3/10, staff newsletter 3/24)

May 1993
The district is looking at a budget shortfall next fiscal year of between $3.4 million and $6.4 million. The board has asked academic staff for voluntary reductions in their work weeks, leaves of absence for a semester and reductions in the number of units they teach. The administrative staff has been reduced to 44 persons, an 8.3 percent reduction in the past 18 months. (*Enterprise Journal* 3/21)

June 1993
About 150 course sections and $2 million will be cut from the instructional programs next fall at College of San Mateo, Skyline, and Cañada colleges. The district cut 150 course sections this year and also made reductions in administrative costs and positions, maintenance, and operating expenses. The reductions are part of a plan to reduce expenditures by $3.44 million. Of that deficit, $1.44 million will be reduced from the chancellor's office, buildings and grounds, and central service accounts. The colleges have made $2 million in cuts this year, 58 percent of the district's expected shortfall. The district has lost 4,500 students, which equates to more than 100 course sections. The three-year agreement with AFSCME includes no salary schedule increase, an increase in the cap on medical benefits from $370 to $390 a month, and a reduction in work of seven days on a one-time only basis in lieu of a salary increase. Twenty-eight faculty members accepted early retirement incentives. (*San Mateo Times* 5/15 and 5/27, *District Board Summary* 6/9)

September 1993
The district lost 18 percent in headcount and lost a significant number of university degree-holders. Part of the decline is attributed to the district's early start, having classes begin in mid-August for the first time instead of September. The three colleges will cease mailing their class schedules to every district resident, ending a 20-year practice. It cost the district $130,000 to mail 268,000 schedules. Alternatives include charging $1 for the previously free schedule and making the book available at public places. The board approved a resolution eliminating or reducing classified positions for the 1993-94 academic year due to lack of work and lack of funds. Three full-time classified positions were eliminated and seven positions were reduced by varying degrees, ranging from .08 to .23 full-time equivalents. (*Board Summary* 6/23, *San Francisco Chronicle* 6/2, *San Jose Mercury News* 9/14)

November 1993
The CSEA's initial contract proposal includes a call for a 5 percent salary increase, increases in longevity awards, an increase in the medical benefit cap to $450, the addition of orthodontia and vision care, and released time for classified employees to attend CSEA meetings. (October *Board Summary*)

August 1994
All three colleges have ordered widespread administrative cuts to cope with a projected $2.7 million deficit. (*San Mateo Weekly* 5/18)

October 1994
The district office and the colleges have reduced a number of administrative positions and are, in some cases, sharing staff. The admissions and records dean at College of San Mateo is providing services to Cañada College, where there is a supervisor of admissions and records. A dean of corporate and community education is working for both colleges. All three colleges, including Skyline, have eliminated other administrative positions, including the dean of counseling at Cañada. In all cases, remaining administrators have assumed more responsibility. (*CCLC The News* August-September)

March 1995

Following a decision to sell almost 200 acres of coastal property originally designated as a fourth campus, trustees have begun eyeing other undeveloped land that might be sold. It may not easy for the district to find a buyer because growth restrictions on the coast limit the development potential of the land. (*San Mateo Times* 1/26)

Last year, $500,000 was raised for KCSM's new radio and television transmission systems to match a federal grant. Nearly 50 percent of KCSM cable television's programming consists of telecourses, serving students from 12 area community colleges. (*San Francisco Chronicle* 2/10)

May 1995

The district-operated KCSM television, partially funded by the Corporation for Public Broadcasting, is the fastest growing public TV station in the country. With 484,000 households watching it in nine Bay Area counties, it has doubled its audience since February 1993. Even so, operations are threatened by possible cuts in federal funding and the district budget. The district and the teachers union are at an impasse in contract negotiations and some faculty members have been critical of the district's involvement in telecourses. The Corporation for Public Broadcasting contributes 17 percent of the station's operating budget. About half of the $5.3 million budget comes from viewers while the college district contributes $600,000. Just 10 years ago, the district provided the bulk of KCSM's funding. In the past year, the station raised $500,000 to upgrade its transmission system. (*San Mateo Times* 2/13)

September 1995

Instructors ratified a two-year contract calling for a 2 percent raise for 1994-95, a 1 percent increase in 1995-96, and another 3 percent from the district's 2.2 percent financial bump in the state budget. With full implementation of touch-tone registration, 90 percent of the district's students registered by phone this semester. (Staff interview 8/28)

Cañada College

June 1993

Budget reductions include the ophthalmics program, duplicating services, student newspaper, and administrative and classified positions. Some of the 12 faculty positions vacated by retirements may not be filled. (*District Board Summary* 5/26)

October 1994

College officials selected 30 freshmen from among volunteers to participate in Freshman Camp, an intensive, two-day overnight orientation designed at improving student success and retention. (*San Jose Mercury News* 8/20)

March 1995

Trustees are studying a proposal by a local housing coalition to locate 100 affordable housing units on five acres of surplus college land. In exchange for the sale or long-term lease, the developer would build a child care center on the campus which could serve students and be a lab for the early childhood education program. A private school has expressed an interest in another parcel. (*San Mateo Times* 1/26)

San Mateo, College of

March 1994

Headcount for the spring semester is down 9 percent. Looking into joint marketing possibilities among the three colleges. Suggestions include a joint summer class schedule. CSM did not mail class schedules, the other two did. All three produced a brochure which was mailed to every residence in San Mateo County, including a phone number to call for class schedules to be mailed free to callers. There were more than 4,000 respondents from a 275,000 mailing. (Staff interview 2/3)

August 1994

The college will be responsible for cutting about $1 million from its 1994-95 budget. CSM administrators have eliminated the positions of dean of the business division and coordinators of apprenticeship programs, and cut from 12 to 11 months the assignments for coordinators of library services, counseling services, nursing, and college re-entry and EOPS. These cuts should save about $100,000. The business faculty will merge with the creative arts division and report to that dean. (*San Mateo Weekly* 5/18)

October 1994

The college has concluded a fundraising campaign aimed at students that generated 120 donations amounting to $2,400. Employees and the community will be included, but the college wanted to show that many students believe themselves to be also responsible for helping to support facilities and programs. (CCPRO workshop presentation 10/7)

Skyline College

September 1991

Will layoff undetermined number of support staff and part-time faculty.

April 1992

Seventy-five classes cut this year, with the enrollment management committee looking at low-enrollment courses for first cuts next year.

June 1993

Budget reductions have been made in administrative and classified staff, a spending freeze is in place, and 10 percent cuts are being made in selected budget categories. (*District Board Summary* 5/26)

August 1994

In protest of a plan by the college president to reorganize the administration, instructors in the science/math/technology division turned away some students from summer school classes and said they would not participate in a conference for girls or raise scholarship money. The crisis was averted after the plan was withdrawn. (*San Mateo Times* 6/23)

October 1994

A direct mail campaign was successful in generating students for Saturday college courses. (Staff interview 10/7)

Santa Barbara CCD

Santa Barbara City College

October 1992
SBCC registered a 10 percent increase in headcount, to nearly 12,000 students, with about 40 percent on full-time schedules.

April 1993
The college projects an annual savings of $70,000 by no longer mailing class schedules to every district residence. Schedules will only be available on campus. The summer session is expected to be cut by 35 percent. (Staff interview 3/31)

May 1993
The college will stop mailing the schedule of classes to every district residence at an annual savings of $50,000. Postcards are mailed which can be redeemed for a free schedule on the campus. The college has also cut its summer session by 35 percent. (News release 4/16)

November 1993
To make up a $400,000 revenue shortfall in its $37.8 million budget, the college cut course sections, stopped home delivery of class schedules, reduced program development money and cut back on summer session courses. (*Santa Barbara News Press* 8/24)

March 1994
The college is examining the marketing plans of other community college districts and is considering a community survey as part of an effort to increase the student population. The college did extensive marketing in the fall semester, when its headcount was down 12 percent, and even more before the spring semester, when enrollment dropped 8 percent. Those involved in the collegewide marketing effort include the president's office, public information officer, student services and counseling office. One of the premises for marketing is an understanding that potential students base their decisions on careers, job training, and higher education on influences deeper than just media advertising. (Staff interview 2/1)

January 1995
The college's loss of anticipated revenues has been $1.5 million over the past two years. This year, the college was notified that state revenues were below projections and the college took a $713,000 hit in its budget. (*Santa Barbara News Press* 9/6)

Santa Clarita CCD

Santa Clarita CCD

April 1993
The district has endorsed forming a panel to push for increased sales taxes. Forty-nine of the county's ninety-seven school and community college districts would be required to set up a finance authority which could draft a measure asking the county's voters to approve up to a half-cent sales tax increase. (*Los Angeles Daily News* 3/13)

Canyons, College of the

September 1991

Estimates are that 1,200 students will not be admitted in 1991-92. No staff or program cuts, but all construction projects have been put on hold.

April 1992

Five of ten administrators returned to the classroom in January, without compensation, to teach one class each, saving up to $26,000 in part-timer pay. Enrollment increased 6 percent during the spring semester, and the 666 applications for financial aid is a 40 percent jump.

June 1992

Holding summer session at 1991 level, when courses were cut in half. Will not mail the summer schedule of classes. The district is the seventh-worst funded in the state.

August 1992

COC had a fall, 1991 enrollment of 6,200 students, with 957 who could not get any classes. Opened with a headcount of 6,283, with 3,500 names on class waiting lists. 1,500 students got no classes at all. College officials estimate it will now take 7 to 8 semesters to complete an AA degree program.

October 1992

The fall enrollment of 6,213 is 337 more than last fall, an all-time high. By opening day, 1,263 students had no classes, while 3,517 were on waiting lists. The college is offering 566 classes, the same as in the fall of 1991.1,500 students got no classes at all. College officials estimate it will take 7 to 8 semesters to complete an AA degree program.

January 1993

The college has a 6 percent reserve fund in its $20.4 million budget, but officials said increasing operating costs could cut that amount drastically and force the institution into its third straight year of deficit spending.

March 1993

The number of students with bachelor's degrees declined by nearly 60 percent in the spring semester dropping to 193. The assistant superintendent has warned that course cuts and layoffs of part-time faculty may be necessary this fall. Enrollment increased 3.6 percent in the spring semester, compared with the previous spring, but there has been a 50 percent drop in the number of students who hold bachelor's degrees.

June 1993

An auxiliary to the college foundation has been formed to raise money for books and other materials for the new $5.5 million library, scheduled to open in two years. Total cost of the project is $5.5 million and about $600,000 is needed for equipment, furniture, audiovisual materials, and books. Organization dues will range from $25 for individual memberships to $250 for corporate memberships. There will be 43 course sections offered this summer, compared to 21 last summer, to accommodate the demand for classes. (*Los Angeles Daily News* 4/12, 5/18)

June 1994

A luncheon with the superintendent/president is one of the benefits offered to members of the Library Associates support group who join the organization at the "patron" level. (Staff spring newsletter)

August 1994

Seeking revenue sources, the district is seeking bids from non-profit organizations to lease 12 acres of college property on three parcels. To help manage and lease the parcels, the district created the Educational Benefit Corp. (*Newhall Signal* 6/27)

The college foundation raised $4,000 from its annual corporate co-ed softball tournament. The tournament is one of four fund-raising events held by the foundation each year. The foundation's goal is to raise $280,000 for the year and funds apply directly to scholarships and other services that assist students. Special events such as the tournament and annual golf classic raise $50,000. (*Newhall Signal* 7/17)

October 1994

The college has begun a mailing campaign to attract more than 130 students to positions available in a program for displaced homemakers wanting job training and students entering nontraditional career fields such as women in construction. The New Horizons program offers child care, financial aid, parenting, and study skills classes, free tutoring, and a support group in the hope of keeping single parents and others in college. (*Los Angeles Daily News* 8/3)

Donations solicited from private entities have helped fund a full computer laboratory, seven classrooms and two tutorial rooms dedicated to computer technology. The college foundation has found one $40,000 donor and two who gave $15,000. Six classrooms can be named for $40,000 apiece and the entire lab is available for a named sponsorship gift of $100,000. (*Newhall Signal* 9/18)

January 1995

The city of Santa Clarita will spend $15,000 renovating a college athletic field and another $7,000 a year in maintenance as part of a joint use agreement. (*Los Angeles Daily News* 11/15)

Seismic reinforcements added to plans for a library and fine arts center at the college caused the lowest construction bid to come in at $11.9 million, which is more than the $10.3 million estimate. The state Chancellor's Office agreed to provide about two-thirds of the extra funding and, in return, the college will pay $300,000 for seismic work out of its reserves and be reimbursed by the state later. Decorative elements such as a fountain, library shelving, and landscaping will be sacrificed. (*Los Angeles Times* 10/21)

March 1995

The college has broken ground on a new library and a fine and applied arts building, but needs to raise $300,000, on top of $12 million in state funding, to pay for landscaping, specialty lighting for studios, and other equipment. The college's annual scholarship golf tournament, run by the foundation, raised $25,000, surpassing the goal by $5,000. There were 12 corporate sponsors. (*The Bottom Line* staff newsletter, January issue)

March 1995

An intensive lobbying effort helped the college secure an additional $1 million to complete the financing for an $11 million new library and fine arts building project. The original funding falls about $430,000 short of the amount requested by the college in a budget proposal scaled back by the Department of Finance. Local business and civic leaders were joined by legislators in encouraging the Department of Finance to increase their initial allocation. (*Los Angeles Daily News* 12/20, *Los Angeles Times* 12/26)

September 1995

Officials are studying a proposal to build a golf driving range on campus as a way to bring in new revenue. The college hopes for results similar to those projected for Pierce College, where a feasibility study for a proposed driving range suggests annual college income of $160,000 for the first three years of a 10-year lease. Five community colleges in southern California are now considering building driving ranges, hoping to repeat the success of Saddleback College, where the golf facility makes $60,000 a month. (*Los Angeles Daily News* 7/17)

Santa Monica CCD

Santa Monica College

June 1992

All departments are required to reassign classified staff to A and R one day a week, including administrators such as the planetarium director and chairman of the theater arts department. Class schedules will only be mailed to returning students. 30 temporary employees laid off in budget-cutting effort.

October 1992

Has identified two-thirds of fall applicants as out-of-district, including 2,000 international students.

January 1993

District residents passed a $23 million bond measure with 65 votes to spare, enabling expansion of the library and modernization of science laboratories. The measure amounts to about $15 per $100,000 of assessed valuation, costing the average homeowner $30 a year and renters $12 annually.

June 1993

The college cut its summer session by 20 percent and fall session by 3 percent. Eliminated, at least for a year, is the Study Abroad Program. Reductions have been made in conference, travel, and supply budgets. It is estimated next year's budget will be 3 percent less than this year's $50 million fiscal plan. (Staff interview 5/21)

September 1993

The new faculty contract calls for a 2 percent pay raise, representing about a $600-a-year increase for full-time teachers, whose average annual pay is $55,000. There are 240 full-time and 500 part-time faculty members. Part-time instructors will be given one-year teaching contracts, to be passed beginning this fall. (*Santa Monica Outlook* 6/15)

November 1993

Head count fell by about 4 percent in the fall semester, compared with the previous year. The college is preparing a series of "image" marketing pieces and advertisements for distribution to the community. The college will continue its aggressive recruitment of F-1 visa international students. The college had 2,118 international students last spring, including: 586 from Japan, 339 from South Korea, 230 from Indonesia, 206 from Hong Kong, 114 from Taiwan, and 74 from Sweden. (Staff interview 9/29, *SMC International Student Enrollment Report*, Spring 1993)

March 1994

Seventy fewer course sections are being offered this spring, compared with the spring semester of 1993. The price of a permit to park on campus will increase this spring from $40 to $50. Enrollment fell about 7 percent last fall. A college budget committee is working to trim the $52 million budget. (*The Santa Monica Outlook* 12/31)

The college sustained $26 million in quake-related damage. (*Modesto Bee* 1/27)

June 1994

Out of a student body of 26,000, SMC has 2,300 foreign students, bringing about $8.5 million to the college every year. College officials fly all over the world recruiting foreign students, attending English language schools and study abroad fairs. (*Los Angeles Times* 1/24)

The college initially estimated $26 million in damages from the earthquake, but the total cost for recovery could go as high as $40 million. Federal officials are considering the possible replacement of buildings housing programs in science, physical education, and liberal arts. The college is nearing completion on the Science Village, a $2.5 million complex of portables to replace the Science Building. (Staff newsletter 4/1)

Bookstore employees and management worked together to cut staff hours by 20 percent during the spring rush period, yet sales were maintained at the same level. (Staff newsletter 5/1)

August 1994

Sixteen faculty members have taken advantage of a $30,000 early retirement incentive. The college has suspended the baseball team for 1994-95, but has reinstated men's volleyball. The baseball program was dropped because tight finances at West Los Angeles College forced it and SMC to scrap a joint team. The colleges had received approval from the Western State Conference to form a joint team, with SMC funding transportation, equipment, insurance, and athletic trainer, and West LA providing the head coach and facilities. A later joint venture is still possible. The move allows SMC to reinstate the men's volleyball team, which had been dropped, along with men's tennis, to honor Title IX requirements. The college has also added women's softball and women's soccer. (Staff newsletters 6/15, 7/27).

October 1994

The board passed a $66.7 million budget, a 6 percent increase over last year's $62.9 million adopted budget. However, the college is vulnerable to revenue losses because the reserves are only $1.1 million, and most of that earmarked for special uses, leaving $128,000 for contingencies. The budget includes a 1.5 percent salary increase for faculty members and a proposed 1.5 percent increase for classified staff. Also causing concern is a 7.5 percent decrease in headcount, compared with fall 1993. Class offerings had been cut by 4 percent. (*Missed Information* newsletter 9/20)

The college has suspended men's baseball for 1994-95 but reinstated men's volleyball. The baseball program was dropped because budget reductions at West Los Angeles College forced it and SMC to scrap plans for a joint team. The college has also added women's soccer this season. The college concert band made 500 CDs and distributed them at area high schools as part of a student recruitment effort. (*Missed Information* staff newsletter 7/27)

January 1995

The Board of Trustees granted a 1.5 percent salary increase to managers retroactive to September 1. The raise applies to academic and classified managers, classified confidential employees, and nonmerit classified employees. The action parallels the increase approved for faculty members.

Meanwhile, the administration is in negotiations with classified employees, who are seeking a 3.5 percent raise. (*Missed Information* staff newsletter 10/13)

The copy and fax service offered at the Media Center experienced a 10 percent increase in gross sales for fiscal year 1993-94 over the previous year. The operation, which opened in the spring of 1993 to generate funds for the college, provides self-service copiers, color copying and fax service. (staff newsletter 11/21)

March 1995
Enrollment increased 4 percent in the spring semester, over last year's total. The college conducted an extensive print and radio advertising campaign to encourage enrollment. The ads pointed out that students are guaranteed seats in most required English composition and math courses, and provided free park-and-ride shuttle service. The Emeritus College for older adults has opened in a new 5,000 square-foot facility in Santa Monica thanks to a $135,000 bequest and an $80,000 fundraising drive. The second year of reduction in funding for students with university degrees means the college will lose about $240,000 next year from its base funding (*Missed Information* staff newsletters 2/21, 3/1)

May 1995
The Board of Trustees has approved a contract with classified employees giving them a 2 percent raise, retroactive to February 1, and a one-time $200 bonus. Members of the California School Employees Association voted in March to ratify the contract, which will expire December 31, 1996. Classified administrators, managers and confidential employees have been approved to receive an additional .5 percent raise because they received a 1.5 percent increase last fall to match the faculty contract. (Staff interview 4/17)

To pay for a new students services computer system and new equipment for the business department's computer labs, the board has approved a financing plan using $2 million in certificates of participation (COPS), tax-free instruments that are to be paid off over five years. (*Missed Information* staff newsletter 3/15)

September 2995
The college is considering creation of a dean's level position to establish a contract education operation which would provide services to the local business community. The new telephone registration system—part of a $2 million technological improvement program—allows students to pay by mail, add or drop classes anytime and check their status in a course. Formerly, students could only pay by credit card and make no changes once they signed up for classes. (*Missed Information* staff newsletter 8/23, 7/20).

Sequoias CCD

Sequioas, College of the

April 1992
Not at cap, will not cut summer session.

August 1992
The Board of Trustees voted to eliminate the water polo and women's cross country teams. Nearly all departments and categories in the college budget have had their funding reduced in an attempt to

offset a projected deficit. The 30-year-old water polo program, which cost up to $8,000 to run, was one of the college's strongest, finishing fourth in the state in 1992.

October 1992

Headcount is up 10 percent.

March 1993

The governor's budget proposal would mean a $1.4 million budget cut for Sequoias. Instructional services is projected to take most of the decrease, $823,717. Proposed cuts include sabbaticals ($49,000), athletics ($37,000) and the journalism program ($41,063). Two faculty members will be reassigned from management and support positions to teaching for a $104,000 savings. The college could save $200,000 with early faculty retirements induced by a "golden handshake."

May 1993

COS will save $368,000 this fall by cutting 88 course sections taught by part-time instructors. The faculty is being asked to consider larger class enrollments. (Staff interview 4/16)

June 1993

The college will conduct a regular summer session and expects increased enrollment, but 88 course sections have been cut from fall schedule, a 6.5 percent decrease. Negotiations with faculty include a proposal to increase class sizes. Thirteen employees will receive golden handshake retirement benefits and most of those positions will not be filled. The college has combined coaching duties for some men's and women's teams. The athletic department recently held a fund-raiser at $125 a plate. Some classified staff members have been polled to see how many would be interested in switching to 11-month contracts. Eighty-eight class sections have been cut, which equal 242 full-time equivalent students and 2,200 class seats. Ten full-time faculty have taken golden handshakes, but only one position will be filled. An 11 percent budget reduction, as proposed by the governor, would be a loss of $2.2 million. (Staff interview 5/14, press release 5/25)

March 1994

Although revenues are expected to be $85,000 less than last year (the third consecutive year of reductions), the budget is in balance for the first time in four years. The primary reason is that a number of retiring full-time faculty members have not been replaced. Salary increases are not included, but step increases are. The balanced budget has several assumptions: FTES of 6,600 (COS was down 4 percent in the fall); no increase in medical insurance; no growth money or COLA allotment expected; equipment and supply needs are not included; faculty will have class sizes of 27.5 students or more; and COS will lose $65,000 in parking fee revenues this fall because of construction. (*Inside COS* newsletter)

June 1994

After dropping 3 percent this fall, the college is up 4 percent in FTES and 2 percent in headcount this spring. The college lost 450 bachelor's degree students two years ago. (*CCLC News* March/April)

While COS once received $950,000 in a single year, it now must get by with $475,000. That money goes into the general fund and is spent on salaries for instructors. (*CCLC News*, May/June)

October 1994

The $23.6 million 1994-95 budget includes no salary increases. Half of the 25 percent supply cuts have been put back in as a contingency to be allocated at a future time. The ending balance is 4.4 percent. The grounds staff has been reduced from five people to three since 1987. (*Board Summary* 9/12)

Operation of the college dairy has been turned over to a private contractor, which will save up to $30,000 in student and part-time labor expenses. The college will collect about $30,000 annually from the contractor, who will keep his cattle on the same location as the college. (*Visalia Times-Delta* 9/17)

Due to budget cutbacks, there is no longer a college marching band. (*COS Sports Information* release 9/7)

January 1995
Through his own volunteer efforts, the baseball coach has obtained funding to enclose the ballpark, add new fencing, enlarge dugouts, and add two hitting cubicles. His wife runs the concession stand. He figures the $8,000 price tag would regularly have cost about $13,000. At least one supplier has waived payment until the team can raise the funding. The coach hopes to add lights for night games, when crowds would generate more ticket sales. (*Inside COS* staff newsletter 9/94)

March 1995
The board voted to eliminate nine positions as of the end of June. Those holding the positions of dean of admissions and director of the police academy/campus safety can retreat to the classroom. Other positions to be eliminated include the public information officer, data processing director, supervisor of the off-campus Hanford site, warehouseman/custodian, audio-visual technician, sports information director, and grants office secretary. The administration is also looking into administrative and instructional restructuring. Faculty negotiations have gone into their second year. (Staff interview 3/6)

May 1995
Faculty have been working without a contract for nearly two years. The new president, hired last October, has switched legal counsel for the administration's negotiating team and expanded the group to included three deans and himself. The district has proposed capping medical benefits to protect against surprise increases in health care costs, a plan teachers oppose. The new president would like to return three division chairs to full-time teaching, a plan teachers oppose. Both sides cannot agree on salaries and retirement benefits. Problems emerged in March 1994, when the state, which funds 80 percent of the $24 million budget, informed the college it would reduce its annual allocation by $880,000. That caused the shelving of a tentative agreement. Most of the shortfall was backfilled three months later, but both teams had already declared impasse and gone to fact-finding. The district has announced the lay-off of nine classified employees, for a $200,000 savings, and the reassignment of others. (*Visalia Times-Delta* 4/8)

Shasta-Tehema-Trinity Joint CCD

Shasta College

April 1993
The college lost 1,000 evening students in the spring semester, much of that blamed on fee increases. The number of students with bachelor's degrees dropped from 1,809 last fall to 777. (*Redding Record*)

August 1994
The new superintendent/president, Douglas Treadway, has given his commitment to strengthen relationships with community business leaders and their job market needs. Possible developments include establishing a new small business development center as well as regional partnerships with other schools and with industry for resource sharing. (*North Valley Business Journal*, May issue)

Sierra Joint CCD

Sierra College

May 1991
The college has cut 59 classes in preparation for losing $2.5 million in state funding. Symphony classes for the community orchestra have been terminated. Five hundred students will be turned away from work experience classes in the fall.

April 1992
Recorded an 18 percent increase in spring semester headcount. Administrators cite many students either priced out or with applications rejected by the California State University and the University of California institutions. The college has added 10 high-demand transfer courses in English, math, history, and psychology.

June 1992
Adopted a second preliminary budget for 1992-93 in May, but $3.8 million still needs to be cut from the $33.4 document. Residence hall fees have been raised 5 percent ($188) to $3,934.

August 1992
The trustees adopted a tentative budget of $33 million, $2 million less than last year's. Funding for capital outlay expenses has been cut by more than 50 percent, to $1.2 million. There was a cut of $755,000 from the district's reserves, down to $1.1 million. Summer headcount is up 20 percent.

October 1992
The $34 million budget is more than $1 million smaller than last year's. The capital outlay budget was reduced to $160,000, down from $750,000. The reserve account, which was 5.3 percent of the budget last year, has been reduced to $1.2 million, about 3.6 percent of the budget. A $2 per semester fee will be added to the bills of students who register by phone to help pay for the $105,000 system. The system is expected to save money by reducing overtime and the need for extra staff during peak enrollment periods.

March 1993
Sierra lost 809 students with bachelor's degrees between the fall to spring semesters (from 1,300 to 491).

May 1993
The athletic department has won approval from the Board of Trustees for a commercial venture to raise part of the funding for a new all-weather running track, estimated to cost $250,000. The board approved a contract to sell advertising space on the panels surrounding the scoreboard of the college's athletic field. The athletic director expects to raise $50,000 to get the project underway. Community support will be enlisted to help with construction, materials, and labor. (*Roseville Press-Tribune* 3/23)

June 1993
The Board of Trustees has adopted a 1993-94 budget which anticipates revenues of nearly $30 million and expenditures of just under $32.5 million. The deficit of $2.5 million will be eliminated before the final budget is adopted by late summer. A Chevrolet truck and a $5,000 travel award are the top prizes in a golf tournament to benefit the college football program and the foundation's scholarship program. (*Grass Valley-Nevada City Union* 5/13, *Placer Herald* 5/11)

September 1993
Administrators have noted a decline of 1,200 students, 9 percent of last fall's headcount. (*The Sacramento Bee* 8/20)

November 1993
New superintendent/president Kevin Ramirez said the college's future will be closely linked with high-tech education and its increasing role in the economy of South Placer County. He pointed to a $1 million grant from IBM two years ago when the college opened its Center for Applied Technology, designed to help small businesses use computers. He said training programs are so successful that "we have a problem of making sure that students don't take jobs before they finish." About 15 percent of Sierra's classes are related to computers or related technology. (*The Sacramento Bee* 9/21)

March 1994
About 60 percent of the spring semester student population is from outside of the district. (Staff interview 2/2)

Spring semester enrollment is up 4.4 percent, to 14,317 students, from 1993. About 5,000 attend full time. The growth was attributed in part to the addition of about 40 sections of such required courses as history, math, and English, and an increase in the number of open registration days from three to five. The college has also opened two outreach classroom sites. (*Sacramento Bee* 2/24)

August 1994
The Small Business Development Center will offer counseling to small business in the Tahoe area and rural counties under a $54,600 grant from the Small Business Administration (SBA). An additional SBA grant will be used to fund consulting programs for small manufacturing and research. (*Sacramento Bee* 7/13)

The college's newspaper recruitment advertising opens with the headline: "Fees at four-year colleges just went up. Ours did not." (*Sacramento Bee* 7/28)

October 1994
The college hasn't had a major building project for more than a decade, but now has two ready for construction if state funding becomes available. While officials remain optimistic about keeping both projects on schedule, the concern is over a $2 million gap between the low bid and the $10.5 million available for construction of a satellite campus. Bids for a $13 million learning resources center were $867,000 above the cost estimate. (*Sacramento Bee* 8/26)

A four-week summer program brought more than 200 students in grades 5, 6, 7, and 8 to the campus to study math, science and technology. The academy concept is designed to expose the students to their local college campus. (*Placer Herald* 7/8)

January 1995

The donation of 40 acres at the gateway to a proposed development in the city of Lincoln could result in a satellite campus of Sierra College being located there. Already on the drawing board is a Sierra satellite campus on 100 acres in Grass Valley. The college is seeking state assistance to bridge the $2 million gap between the $10.8 million available and the low construction bid. (*Sacramento Bee* 11/4)

May 1995

The Board of Trustees has approved construction of a 25-acre golf driving range on property across from the college as a source of income and for physical education classes. Features are to include a putting course, batting cage, and a small park. The private developers will pay the college an annual rental fee and 5 percent of the annual profit over the first $500,000. Other colleges who have used this concept include Merced and Saddleback. (Staff interview 4/4)

Siskiyou Joint CCD

Siskiyous, College of the

October 1992

With only $510,000 in discretionary funds in the $8.7 million budget, the board made cuts in the following areas: nonconference athletic games; travel for all staff; basic operating expenses; and, fuel costs for winter heating. Whenever possible, the college will shift jobs from college student help to work study students who are paid with federal financial aid grants. Class schedules will no longer be mailed to every district resident, but will be reprinted in the local newspaper.

October 1993

Added to a hiring freeze has been a financial freeze, with the accounting office announcing last November that it would not issue any more purchase orders until February. The college has stopped bulk mailing its class schedules, cutting the amount printed from 30,000 to 10,000. The $8.9 million budget was reduced $489,000. The board is considering further cuts in classified staff, electricity usage, and supplies.

June 1993

The trustees have asked for preparation of two budgets, one with a 6 percent reduction of $343,000 and another reflecting the governor's proposed cuts of 11 percent at $700,000. The trustees have offered to give up their travel budget for one year and, if necessary, reduce or give up their stipend. Their travel for next year is budgeted at $5,250 and their stipend is $240 a month. Depending on the depth of state budget reductions, the college may consider a step and column pay freeze and/or salary rollbacks to 1990-91 levels. About 88 percent of the district budget is committed to salaries and benefits. (*Siskiyou Daily News* 5/6, staff interview 5/26, 6/3)

September 1993

The tentative budget calls for a 6 percent reduction to $8.7 million. New materials fees for certain classes will range from $2 to $15. The district's response to the CSEA contract proposal included a proposal for employees to remain at the same step placement they were during the 1992-93 year. When step increases are again permitted, employees will be placed on the salary schedule where they would have been had they received their 1993-94 increase. (News release 6/14)

November 1993
The college reinstated 52 of the 88 courses cut because of the projected state budget. The courses included those in computers, nutrition, music, building trades, automotive, history, and sociology. (*The CCLC News* 9/93)

March 1994
District and college operations are undergoing a reorganization under a strategic plan, which has already resulted in the elimination of two administrator positions and hiring of a development officer. The college is exploring new methods of student recruitment and marketing. A $1 million grant will support a new process technology program to aid displaced workers in the Pacific Northwest. The grant includes funding for the program, building, and placement service. (Staff interview 3/3)

Solano County CCD

Solano Community College

June 1992
Has gone to a summer schedule of four-day work weeks, expected to save $60,000 in utility bills.

August 1992
A president's committee is considering cost-cutting efforts such as increasing fees for parking, transcripts, instructional materials and the library. Other proposals include eliminating community use of facilities, putting a freeze on hiring, and cutting into the district's 5 percent reserve.

April 1993
The student government has given $10,000 to the college to pay for five classes, allowing another 150 students to take math or English. The college is preparing for cutbacks next year of from 6 to 11 percent. A 5 to 6 percent reduction could mean elimination of up to 25 classified positions. Further cuts would mean reductions in programs. Full-time faculty and staff vacancies are not being filled as they become vacant. (*Fairfield Republic* 3/17, Staff interview 3/25)

June 1993
The summer session is operating with 75 fewer course sections than last year, with headcount down 8 percent, but WSCH up 3 percent. More than 1,600 students did not get their first choice of classes. All classes in business, math, science, and physical education are at capacity. (Staff interview 6/17)

June 1994
The college cut $1 million from its 1993-94 budget and the president's cabinet is meeting with the budget committee to prepare for $1.2 million in cuts to next year's. Last year, cuts were made in classified and student hourly budgets as well as in supplies. Travel budgets were cut 70 percent. The college has lost 12 positions due to retirements and may only replace six. Positions which may not be filled include the director of personnel and assistant dean of counseling. The college has still not filled its vacant dean of social sciences position. The Mare Island Naval Shipyard will begin shutting down in April, 1995, with a downturn in the local economy expected. The bookstore donated $100,000 to the district budget. (Staff interview 3/10)

August 1994

Because of the state's property tax shortfall, the college's ending balance for 1993-94 was reduced by $500,000. That, coupled with a projected 4.5 percent shortfall for 1994-95 resulted in proposed budget reductions totaling $1,355,673. Reductions include: not filling the management positions of personnel director and assistant dean of counseling ($148,922); reducing classified hourly, classified and certificated subs, and classified overtime by 50 percent ($142,141); reduce student help by 50 percent ($111,767); fill only three faculty positions in the fall, instead of six ($93,000); do not implement a 2 percent salary increase ($350,000); eliminate conference and mileage reimbursement budgets ($19,902); elimination of two classified management positions and 10 FTE classified positions and do not fill vacant classified positions ($329,941). (Staff interview 6/28, *Fairfield Reporter* 6/16)

January 1995

The college superintendent/president is considering fiscal solutions such as fee-based training classes for business and increased support from the community through donations, parcel taxes or bonds. More than a dozen full-time equivalent classified positions were cut from this year's budget to bridge a $1 million shortfall in state revenue. (*Vacaville Reporter* 10/10)

March 1995

With four current administrative vacancies and three administrator retirements coming up in June, the college is exploring "management re-engineering" in its organizational structure. A public forum was scheduled to consider a proposal to conduct a weekly flea market on campus, with the proceeds going into the general fund. (Staff interview 1/30)

If the California governor's budget proposal passes, including an approximate 3.6 percent increase in state apportionments for community colleges, Solano might be able to avoid staff layoffs included in the 1994-95 budget. (*Vacaville Reporter* 1/19)

May 1995

The college could save up to $92,000 a year depending on proposed realignment of academic divisions made possible by upcoming retirements of two deans. Possibilities include combining the math and science division with health sciences. After neighbors objected, the college has dropped a proposal to operate a weekly flea market, which the president said could have brought in as much as $100,000 a year. (Staff interview 4/4)

September 1995

The college is in the first year of a two-year plan to consolidate academic divisions. This year, Solano combined the Language Arts and Social Sciences divisions under one dean. Next year, Fine and Applied Arts will be combined with another division. In addition to not filling vacant management positions, the college is saving $100,000 with the consolidations. All employee groups were offered a 1 percent raise beginning in August after all (except for the CTA) agreed to accept a different health care provider (from a self-insured trust to Health Net). That change is expected to save the college $350,000. Program review is also underway. (Staff interview 8/18)

Sonoma County Junior College District

Santa Rosa Junior College

April 1992
Committee is considering no longer mailing class schedules.

August 1992
There are concerns about differential fees among the more than 7,000 students enrolled who have 90+ units. English and math courses filled quickly as the result of telephone registration. One month before the August 14 opening of classes, continuing student headcount was up 50 percent and new student headcount had increased 70 percent over the fall of 1991. Full-time credit headcount is up 7.5 percent, but the numbers in noncredit classes and part-time student enrollment is down.

October 1992
Fall full-time headcount is up 7.5 percent and 3- to 5-unit headcount is up .5 percent. Total credit courses were up 1.5 percent. One-third of classes (1,484) were closed early in registration.

March 1993
SRJC experienced a 4.5 percent enrollment drop, compared with last spring semester, with nearly all of the loss attributed to bachelor's degree holders. An increase in full-time students is attributed to the diversion of students from universities.

April 1993
SRJC has cut 12 percent of its summer session and 12 percent of its fall quarter course sections. The college is making a 5 percent cut in its 1993-94 budget (from $54 million to $50 million), but there are layoffs projected among the full-time and part-time staff. A four-day work week may be installed this summer and the campus may be closed during the Christmas break. Reserves may make up any cuts needed beyond 5 percent. (Staff interview 3/15, *Santa Rosa Press Democrat* 3/5)

June 1994
Faced with decreased headcount because of higher fees, the college instituted a seven-week, $56,000 marketing campaign last fall. Although various media were used, the key was to make recruitment, "more personalized." Recruitment letters were sent teach high school junior and senior, telephone registration could be accomplished with an "easy payment plan" of several payments, and students were recruited and registered in the local shopping mall. More than 350 students were recruited in the mall location in six days. The marketing department is considering dropping its annual participation in the county fair to focus on the more productive efforts at the mall. (Staff presentation, CCPRO Conference, 4/28)

October 1994
The college is planning a $55 million expansion that includes a new library, computer technology center, a satellite campus, and additions to an off-campus center. The plan would require up to $12 million in donations from the community and the rest from the state. (*Press-Democrat* 6/3)

January 1995
PG&E incentive programs have helped the college earn more than $300,000 in energy efficiency rebates while improving the classroom environment with lighting retrofits and the use of an energy management system. (PG&E presentation, Community College League of California convention, 11/18)

May 1995

The position of associate dean of the Petaluma Center was eliminated and replaced with a position at the assistant dean level by a vote of the Board of Trustees. The move was made possible by the resignation of the current center dean. The change in positions will result in a salary savings of $15,000. The college will operate on a four-day work week in June and July. Classified and management employees may use vacation or CTO time to work less than 10 hours a day. (Insider staff newsletter 4/14)

Southwestern CCD

Southwestern College

April 1992

Has eliminated 28 percent of summer classes, consolidating all courses into a 6-week session. Is considering halting the mailing of schedules, but will wait on a decision until after the fall semester, which is the college's first try at an early start (in order tend semester by December break).

January 1993

With total expenditures expected to run over $39.7 million and revenues at $36.9 million, Southwestern will have to dig $2.8 million into its $4.8 million reserve fund to make up the difference. Included in the expenditures are $31.6 million for total employee costs, 79.8 percent of all expenses; $1.2 million for supplies; $5.4 million for operating costs; $1 million in capital outlay; and $282,200 for transfer, debt service, and reserves.

March 1993

Picked up 1,000 more students as the result of cuts at San Diego state University. The number of bachelor's degree holders dropped from 900 to 400 this spring.

September 1993

Headcount is down 9 percent, this fall, which includes a loss of more than 500 bachelor's degree holders from fall, 1992. (Staff interview 9/2)

October 1994

The college has sealed a $130,000 deal with Mexican national food and retail chain Gigante. The college will provide a customized certification course for Gigante's managers. (*Daily Transcript* 9/19)

January 1995

The college has begun the SWC InfoLine, which carries 145 messages about college student services, including admissions. Additional messages will be added next semester. The InfoLine is a free automated telephone information service available 24 hours a day. Directories for InfoLine are available at local libraries, chambers of commerce, and the local Sears store. (*Chula Vista Chamber News* 10/94)

May 1995

The Office of Planning and Research recently released a report analyzing South County businesses. Based on 1994 data, the 30-page report examines the business composition of municipalities making up the college service area. Portions of the report have come under fire by several chambers of commerce as distorted. According to the 30-page report, businesses in the South Bay declined 18 percent between 1992 and 1994. The report also says construction led in percentage of businesses lost, dropping 35 percent. (*The Star-News* 5/3)

State Center CCD

State Center CCD

August 1992
The district is preparing for a $1 million budget cut, but has decided to add 150 course sections at a cost of $500,000 at Fresno City College, Kings River College, and centers in Clovis and Madera. Conducted a full summer session.

June 1993
An 11 percent budget reduction, as proposed in the governor's budget, would mean a reduction in course offerings which equal 1,100 full-time equivalent students, a freeze on hiring full-time instructors, and a reduction in the general operating budget of $2.7 million. (Press release 5/25)

September 1993
The board accepted a $48.4 million budget, a $2.7 million (5 percent) reduction. The district eliminated 230 class sections, left 17 faculty and administrative positions vacant and has shifted some expenses, such as maintenance and supplies, to its lottery fund. The preliminary budget provided for a 2 percent salary increase for all district employees, about $1.3 million. An economic impact report released by the district shows it contributes more than $87 million to the region's economy. (*Fresno Bee* 6/11, Reedley Exponent 7/1)

November 1993
An additional 60 course sections were inserted to help students who were shut out earlier in the fall semester because of closed classes. The colleges added English, math, and science. (*The CCLC News* 9/93)

A Madera couple has agreed to donate land for a third campus. (*San Francisco Chronicle* 10/11)

August 1994
The district plans to live on roughly $1 million less in its 1994-95 operating budget. The district's $48.2 million tentative budget is about 2 percent below last years. Sixty-six course sections will be cut, positions frozen, fewer part-timers will be hired and it is expected that about 400 FTES will be lost because they cannot get the classes they request. The district is negotiating with full-time faculty and staff units, but has not budgeted money for raises. This year, the district cut back on spending to help cover a $1.8 million gap related to statewide property tax shortfalls. (*Fresno Bee* 6/20)

October 1994
The 1994-95 budget reinstates $1.4 million that was proposed to be cut early in budget talks and is at the same level as last year. Nineteen one-year temporary faculty members were hired throughout the district and $300,000 was reinstated to the part-time schedule. All courses removed from the class schedule were returned as a result of the new hires. Budgets were augmented to include dollars that were originally taken out to be covered by lottery funds. This freed up lottery funds to be spent on specific decision packages. The district has tentatively settled a contract with classified employees, but is still negotiating with faculty. (Staff interview 8/18)

The trustees also voted to shift district elections to even-numbered years. (*Fresno Bee* 8/3)

March 1995

Both bargaining units have signed three-year contracts with the district. The AFT contract calls for a 2 percent bonus off the salary schedule in the first year and 2 percent on the schedule in each of the second and third years. The CSEA contract calls for a 1 percent bonus off the salary schedule and 1 percent on the salary schedule in the first year, 1 percent off the schedule and 1 percent on the schedule in the second year, and 1 percent on the salary schedule in the third year. Management and confidential employees will receive the same amount as the CSEA. For the most part, the money equals out to be the same amount except for the third year, when AFT is given an additional 1 percent. Spring district enrollment increased 1 percent and 17 full-time tenure track faculty members are being sought. No major cutbacks in classes or staff are contemplated as budget planning continues. (Staff correspondence, interview 2/22)

Fresno City College

September 1993

Evening summer courses were eliminated along with weekend classes in the fall and spring semesters. (*The Fresno Bee* 6/11)

March 1994

The spring semester saw headcount drop 3.8 percent and FTES fall by 6 percent, but the college is still 1,600 over cap. A classified ad in the newspaper's "Welding" section placed by FCC's marketing department resulted in 15 students and a full class. On March 8, the college will host 100 fourth graders and have them go through the application process, pick up a mock financial aid check, attend two classes, and collect giveaway bookstore items. (Staff interview 2/4)

Kings River Community College

April 1992

Will now mail class schedules to continuing students only.

October 1994

The Student Ambassador program employs students to serve as college representatives at local high schools. They provide admission information and registration assistance. The program employs up to eight students every year. The students work at college fairs, conduct campus tours, and serve as hosts at receptions. (*Reedley Exponent* 8/4)

Ventura County CCD

Ventura County CCD

September 1991

Approved $64 million budget, including cuts of $4.6 million. Layoffs include 20 to 50 part-time instructors. Vacant positions will not be filled. Some administrators will be asked to teach. Nineteen take "golden handshake." Reserve will be less than 3 percent.

April 1992

Trustees have reviewed bond options, loans and tax revenue estimates, but have not decided on how to proceed in developing alternative means of finance. The spring semester schedule of classes was not bulk-mailed to district residents, saving about $12,000.

August 1992

The tentative budget of $62.5 million represents a $1.1 million cut. The plan has a $400,000 shortage that will be balanced with reserves. The district has decided not to spend $1 million to replace non-instructor employees who left or retired, $250,000 on facilitators' stipends, $443,000 on the general fund portion of employees' early-retirements benefits, and $579,000 on equipment, books, and building renovation.

October 1992

When the state budget was passed, the district learned it must cut another $350,000 to meet revenue projections of $61.5 million. Those cuts came on top of $2 million in reductions already made from last year's budget. Although full-time faculty and classes were not cut, higher enrollment and heavier class loads have effectively resulted in cuts. With top priorities being no layoffs or class cuts, budget cuts have included supplies, utilities, travel expenses, and salaries of part-time and nonteaching staff. The district had nearly $4.3 million in reserves going into last year and it is now down to $1.3 million.

January 1993

Student health centers at the district's three colleges will lose a combined $150,000 this year and an increase of the health fee from $7.50 to $10 is being considered. Moorpark's health center has a $246,000 operating budget this fiscal year, Oxnard has a $193,000 budget, and Ventura has a $212,000 budget.

March 1993

400 course sections will be cut from the 7,000 the district's three colleges (Moorpark, Ventura, and Oxnard) had planned to offer next fall. The savings are estimated from $800,000 to $1.5 million. Negotiations have opened on 1993-96 classified employee contract, while the district has declared an impasse on faculty contract negotiations for 1991-92 and 1992-93. Teachers received their last cost of living raise in the 1990-91 contract. More restrictions will be placed on paid leaves, which instructors can acquire by accumulating comp time. Health benefits for incoming employees will not be as extensive as those offered current staff. Next to the San Francisco CCD, Ventura CCD has the lowest budget reserve in the state.

April 1993

Trustees postponed implementing plans to eliminate 400 course sections at Moorpark, Oxnard and Ventura colleges beginning this summer. The board asked the college presidents to re-examine their priorities and, by April 13, come up with $800,000 in cuts in other areas to try and avoid eliminating classes. The colleges had planned to cut 40 percent of summer classes at Ventura, 16 percent at Oxnard, and 15 percent at Moorpark. Last year, the board cut about $2 million from its $62.5 million budget, but avoided cutting staff or classes. The board has also approved tentative layoff notices for 400 managers in order to give administrators flexibility to change assignments or reduce salaries next year. (*Los Angeles Times* 3/4)

May 1993

The district has eliminated 300 course sections next year at Moorpark, Oxnard and Ventura colleges. The cuts are expected to save $600,000 in the estimated $60.3 million budget and represent a 3 percent cut in the district's 8,000 course sections. The trustees have approved an early retirement plan which could save the district $300,000 this year, if all who are eligible participate. The district expects to have to cut another $1.8 million from the 1993-94 budget. Thirty-seven employees, ranging from vice presidents to deans and program directors, were given March 15 notices to "preserve options" and face layoffs. The district cut its budget by $1.2 million last year. (*Ventura Star Free-Press* 4/14, *Los Angeles Daily News* 4/15, *Los Angeles Times* 4/15, *Simi Valley Enterprise* 3/21)

June 1993

Thirty employees accepted early retirement incentives, including 14 classified employees, 13 faculty members, and 3 managers. The savings for each faulty member is estimated at $40,000 and the savings for each classified position will be up to $30,000. It is possible none of the positions will be immediately filled. (*Oxnard Press-Courier* 5/24, staff interview 6/3)

September 1993

Ventura College lost 10.7 percent of its classes in budget cuts and Moorpark is offering 4.5 percent fewer classes than last year. Oxnard received a 6 percent cut because district officials wanted to protect its growth. Of the three campuses, Oxnard was the only college that saw a rise in registration this fall. Summer enrollment fell 24 percent. (*Los Angeles Daily News* 6/26, *Los Angeles Times* 8/24)

November 1993

The teachers' union and the administration will take contract negotiations to an arbitrator. The teachers want a cost-of-living salary increase plus a raise of 3 percent each year for the next three years. They also want a benefit package for part-time instructors and a salary, rather than hourly pay. The district has cut its budget for three consecutive years. (*Los Angeles Times* 10/10)

Headcount at Moorpark, Oxnard, and Ventura colleges is down by an average of 12.6 percent compared with last fall. A Ventura college administrator believes the enrollment pattern will show that higher fees are forcing out the poorest groups in society. (*Los Angeles Times* 9/14)

March 1994

The new Board of Trustees president said he intends to ensure that the district's reserve fund, which now is 3 percent of its $64 million annual budget, is maintained at that amount. The district was placed on the state Chancellor's watch list because its reserve fund dipped below 2 percent in recent years. Teachers held sick-outs at all three campuses in support of their contract position. Negotiations have been at impasse since October. The union is seeking a cost-of-living raise plus 3 percent and changes in their benefits package. (*Los Angeles Daily News* 12/7)

June 1994

Beset by financial shortfalls and dwindling enrollment, district administrators are debating whether to recruit more foreign students, who pay high enrollment fees and other surcharges. Foreign students provide a cash windfall for the college district because their education is not subsidized by taxpayers and they pay a minimum of $3,120 in enrollment fees a year. Last fall, Moorpark, Oxnard, and Ventura colleges, with a total enrollment of 26,588, enrolled 239 foreign students without a district-coordinated recruitment effort. About 80 percent of Moorpark's foreign students transfer to a university. (*Los Angeles Times* 1/24)

August 1994
The Ventura County grand jury has accused the district of being among the state's worst in terms of fiscal management. The jury's report said the district has failed to maintain a prudent reserve to guard against the impact of expected state budget cuts, "as is being done in 59 of the 71 community college districts." (*Los Angeles Times* 7/2)

The trustees approved a tentative $61.6 million budget, laying the groundwork for possible layoffs and more class cuts. The budget does not include a $1.6 million shortfall from declining property values. Facing a projected $3 million shortfall, the district already cut $1.4 million through early retirements and a hiring freeze. Over the past four years, the district has cut 11 teaching positions, 43 staff support positions, and 16 management jobs. (*Ventura Star Free-Press* 6/22)

The trustees approved a 1 percent pay raise for faculty, an amount that will cost the district $300,000. (*Los Angeles Times* 6/29)

Summer enrollment is up nearly 15 percent over last summer, snapping a two-year decline. (*Simi Valley Enterprise* 6/30)

October 1994
Administrators disclosed another budget shortfall that more than doubles an existing deficit, even as fewer students enrolled at the three campuses. The newly discovered $1.4 million shortage will force the district to trim a total of $2.5 million from its $61.6 million tentative budget. Like the previous $1.1 million deficit announced in early August, the new shortage was blamed on declining property tax revenues. Enrollment has dropped districtwide almost 2 percent from a year ago. The hours of class time that students signed up for have also dropped slightly more than 1 percent. Since 1982, the district has eliminated five administrative jobs, 18 full-time faculty positions, and 17 classified jobs. (*Los Angeles Times* 8/26)

January 1995
The $59.6 million budget is $3 million short of what the district spent a year ago. The spending plan had counted on the district receiving $800,000 from the rejected legislation that would have reinstated funding lost to sinking property values. (*Los Angeles Times* 10/4)

Enrollment has dropped more than 14 percent since 1992 at the district's three colleges, but has nearly held steady since last year. This year, the number of students registered is down 1.45 percent compared to last fall. But the number of full-time students also dropped from 8,818 to 8,792 this years. Oxnard College had the largest three-year decline, 17 percent. Ventura dropped 16 percent and Moorpark dropped 11 percent. (*Star Free-Press* 9/9)

May 1995
The county's colleges face a nearly $1 million shortfall this fiscal year and next year's proposed budget of $60.9 million assumes that hundreds more students will enroll at the three campuses and cost-of-living adjustments will be approved by the Legislature. Despite the budget problems, trustees have voted to spend more than $100,000 on raises for the districts 360 classified staff, amounting to a 1 percent pay raise and other benefits in a new three-year contract. (*Los Angeles Times* 3/9)

Last year, the district received more than $680,000 in enrollment fees from international students.

September 1995
The district faces the prospect of having to refund the state as much as $750,000 over three years because enrollment projections were not met. To recruit more students to the district's three

campuses, officials are looking at improving scheduling, expanding advertising efforts and targeting older students seeking new careers and retraining. The 1995-96 budget includes a 3.4 percent raise for academic staff and $628,000 to hire a number of part-time instructors to teach about 80 new classes. (*Los Angeles Daily News* 7/22).

Moorpark College

April 1992

Only three of 1,290 sections were cut for the spring semester and at the end of the first week there was an enrollment decrease of 510 students over the same period in 1991.

June 1992

Classes at four off-campus sites have been canceled to save $50,000 in annual rent for those facilities. The decision moves 45 courses to the Moorpark campus. Moorpark offered 300 off-campus classes in 1972, but the number has steadily dropped.

August 1992

The college expects to have to cut $1.3 million from the $21 million 1992-93 budget The college cut $1.3 million from its budget in 1991-92 by leaving vacated positions unfilled, discontinuing the rental of off-campus classrooms and other steps. Even so, headcount increased 5 percent to 12,500. Headcount is expected to climb 10 percent this year.

October 1992

Cuts of more than $400,000 were made in the $20.3 million budget. The number of student assistants will be cut, supply budgets reduced, maintenance deferred, and printing scaled back.

January 1993

The $20.3 million budget represents a $1 million decrease from last year, with cuts in support services, programs at off-campus sites, and maintenance. Five vacant positions in the records and counseling offices will not be filled. No major maintenance work will be done this year.

March 1993

The college hopes to save $4,000 a semester in paper, postage, and staff time by no longer mailing out grades. The college will also cut its summer session by 15 percent. Fifteen percent of summer session courses have been cut.

April 1993

The summer session has been reduced by 30 classes, a cut of about 15 percent. An additional 140 courses will be cut over the fall and spring semesters of 1993-94. With each course costing about $1,700, the college expects to save $52,000 through cuts in the summer curriculum. (*Los Angeles Daily News* 2/26)

June 1993

For the first time in the college's 25-year history, priority registration will be given to continuing students for the summer session. Last year, Moorpark offered more than 200 courses in the summer, but this year there will be only 170. The college expects high demand from summer classes because of an increased interest from students at other colleges and an awareness that fees may increase in the fall. More than 1,800 students signed up during the first three days of registration. The headcount cutoff is 4,500. (*Los Angeles Daily News* 4/30, staff interview 5/17)

September 1993
The college is offering about 1,200 fall classes, down approximately 60 from a year ago. Students still have 38 computer courses and 100 math courses to choose from. There are six courses on career development and more than 700 students are in a physical fitness lab. The college offered 4.5 percent fewer courses this fall, compared with last year. The college had 10,068 fall semester students, 7.8 percent fewer than last fall. All English courses are at capacity. Summer enrollment fell 17.5 percent. (*Simi Valley Enterprise* 7/23, *Los Angeles Times* 8/24, *Los Angeles Daily News* 6/26, 8/24)

November 1993
The college will restore about 30 classes eliminated in last spring's budget cuts and add 20 new ones as part of an enrollment-generating marketing plan. The district marketing campaign will carry the slogan, "*Design your future, don't just dream about it.*" It will appear on bumper stickers, buttons and in newspaper and radio advertisements. (*Los Angeles Times* 10/8)

October 1994
Language classes are in big demand, with 726 students, 8 percent of the student population, enrolled. Moorpark's math classes are 104 percent full, with instructors expanding their classes to take on more students. (*Los Angeles Daily News* 8/29)

The college will accept bids for the horses which remain from its equestrian program, which was eliminated after the instructor retired. (Simi Valley Enterprise 7/14)

January 1995
The college has experienced a three-year headcount decline of 11 percent. However, seats in math, English, and science were at or above capacity this fall. Math classes were 104 percent full and English classes were 101 percent full. Science courses were up to 95 percent full. The humanities/social science building was in use from 7 a.m. to 10 p.m., and 8 percent of the student population was taking foreign language classes. (*Ventura Star Free-Press* 9/9, *Los Angeles Daily News* 8/29)

March 1995
The college is involved in a year-long effort of program review, including evaluation of courses in graphic arts and mass communications. An equine program and laser technology courses were dropped last year. Still in place is a department created 18 months ago which combined academic physical education courses with social sciences. Headcount is up 1 percent in the spring semester, with a high demand for university transfer courses. (Staff interview 2/28)

May 1995
The college is considering charging for diplomas as one of its budget-cutting options. (*Los Angeles Times* 3/9)

Oxnard College

October 1992
Cuts made in the number of student assistants, supplies, equipment repair, maintenance, postage, printing, utilities, and travel. The $11.6 million budget was cut more than $200,000. Enrollment is up 5.5 percent.

March 1993
The college foundation has launched a drive to increase membership and attract additional funding.

May 1993
A reduction of $650,000 will be accommodated, in part, with the cutting of 68 course sections. Math, English, biology, chemistry, political science, sociology, and history courses will be among the 50 fewer sessions this summer. The goal is to protect general education classes, to eliminate duplications, and cut classes with low enrollment. (*Los Angeles Times* 4/15, *Oxnard Press-Courier* 4/15)

June 1993
Recommendations for reorganization will be made by a campus committee. Up to $90,000 will be saved by elimination of the position of dean of vocational education. A program that offers noncredit courses to children and adults has been almost totally eliminated. (*Oxnard Press-Courier* 5/24)

September 1993
Enrollment at Oxnard College was about 4,800 before classes started on the first day of the fall semester, a reduction of 11 percent over last fall. The college did not reduce its number of course sections and planned to open new sections, if there was a demand. Summer enrollment fell 17 percent. (*Los Angeles Daily News* 6/26, 8/24)

June 1994
A 9 percent drop last fall prompted the college to offer courses of more "user friendly" length. The college is packaging popular philosophy, math, biology, geology, English composition, and other general education courses into 4-, 8-, and 9-week class sections. (*CCLC News* March/April)

The Board of Trustees has asked staff to explore the possibility of merging some of the administrative services at Oxnard and Ventura colleges. (*Oxnard Press Courier* 3/3)

May 1995
The college is considering alternatives to printing its catalog as one of its budget-cutting options. (*Los Angeles Times* 3/9)

Ventura College

April 1992
Fall semester grades were not mailed to all 13,000 students, saving $10,000 in postage. Savings will be transferred to instructional accounts.

May 1993
Golf, scuba and tennis will not be offered this summer, nor will some studio art classes and theater performance courses. Physical education classes have been cut by 70 percent this summer, but one PE course is still required for an associate of arts degree. Sixty-five course sections will be cut next year, most of them in the summer session, which will be reduced overall by 35 percent. Ventura's share of the district's planned $1.8 million budget reduction is $1.17 million. A 25-member panel of students, teachers, administrators, and classified staff will take on the problem. (*Oxnard Press-Courier* 4/15, *Los Angeles Times* 4/15)

June 1993
The athletic director is preparing a proposal to develop a profit-generating public golf driving range on the campus, which would be about 300 yards long and 200 yards wide, and enclosed by 75-foot-high fences. The college estimates it could raise from $10,000 to $15,000 a year. The driving range

would be adjacent to two softball diamonds on college property, developed by the city for $100,000. The college has cut 120 course sections. (*Ventura Star Press* 5/12, 5/13)

September 1993
The college had 9,145 students registered by the first day of the fall semester, down 10.8 percent from 10,245 at the same time last year. The college is offering 1,334 class sections compared to 1,494 a year ago. Summer headcount fell 36 percent. (*Daily News* 6/26, *Los Angeles Daily News* 8/24)

June 1994
Two summer sessions will be held this year in an attempt to boost enrollment. The college generally conducts just one six-week session, running from the middle of June to early August. But with district enrollment dropping by more than 8 percent this year, Ventura will offer about 50 more classes this summer. (*Los Angeles Times* 2/23)

The college public relations office has received funding to produce its "first-ever" general college brochure. Target date for completion is June 30. (staff letter 5/2)

May 1995
The college is considering alternatives to printing its catalog as one of its budget-cutting options. (*Los Angeles Times* 3/9)

Victor Valley CCD

Victor Valley CCD

April 1992
District struggling to keep a 5 percent budget reserve. Summer session will not be cut.

Victor Valley College

September 1991
Cut $800,000 from budget. Turned away 69 of 150 applicants for nursing program.

April 1992
President estimates that 1,000 students could not get the courses they wanted at the 20,000-student Van Nuys campus. Maintenance has been deferred and some students are taking classes in temporary bungalows erected during WWII. There was a 7.5 percent headcount increase.

January 1993
1,200 fall applicants could not get any of the classes they sought because of cuts in course sections and increased demand. Science courses were full, with long waiting lists. A lottery was conducted among more than 300 applicants for 125 places in the nursing program. About $1.9 million of the $17.3 million budget comes from reserves.

June 1993
Under the governor's budget proposal, the college could have to cut $1.5 million of its $19 million budget. Proposals include a 60 percent cut in part-time hourly staff and reductions in travel and equipment accounts. Staff may be offered the option of voluntary furloughs. Certified

administrators may volunteer to teach one class per semester without compensation. Summer session courses will be reduced by about 20 percent. (Staff interview 5/14)

November 1993
The district is studying the idea of developing a research park for high-tech companies and a second business complex for local firms on part of its 280 acres. The park would be developed by, and leased to, a private company that would then pay the district a percentage of the rent it collects from high-tech companies. An effort would be made to link the firms to training programs for college students. The second complex would be developed by the college, using its construction management program as the contractor. The college would then lease office and business space to local firms. (*The CCLC News* 9/93)

October 1994
The college's $20 million expansion project means a potential $100 million in economic rollover to the community, according to the superintendent/president. (*San Bernardino Sun* 8/26)

January 1995
The college is considering a range of cost-cutting options, including staff furlough days. The budget is down to the 1991-92 level of $14 million after $1.6 million was cut from this year's budget. (Staff interview 11/1)

March 1995
Dependent on next year's state budget, the college intends to replace faculty positions that had been placed on hold for two years. The college is also continuing its strategic planning on a proposal establishing district-managed offices and/or a retail center on college land to produce revenue for the budget reserve. The possibility of a golf driving range and entertainment center is also being considered. Course sections will be added next fall, after two years of cuts. Contract education and partnerships are expected to generate $400,000 this year. Administrators are exploring the possibility of using certificates of participation (COPS) to help fund construction of a student center. Bond-funded construction projects underway include a new science building, library, tech center, and gymnasium. (Staff interview 2/28)

West Hills CCD

West Hills College

May 1993
The cafeteria and snack bar at two off campus sites will be closed and the four staff members laid off. Three administrators will be reassigned to classroom duties, a drama instructor and an agriculture instructor will be laid off. The total cost savings is estimated at $140,000. (*Coalinga Record* 3/17)

October 1994
State Senator Phil Wyman has urged in a letter to President Clinton that the campus be the location for a training academy for 700 new Border Patrol officers proposed by the House Appropriations Committee. (*West Side Advance* 7/6)

West Kern CCD

Taft College

September 1991

Must cut $600,000 this year and will use reserves. Faces $1 million deficit next fall.

October 1992

Virtually all fall English and math classes were at capacity, though some were added later at an off-campus center.

June 1994

Trustees voted to eliminate all athletic programs, including the school's football team, which won two national titles in the 1980s. The board unanimously approved $1.3 million in budget cuts, including the $200,000 football program. The college used taxes from nearby oil reserves to help pay for its athletic programs until 1991 and had even given students free textbooks. Declining oil prices and reduced tax revenue forced the board's decision. (*Tri-Valley Herald, Modesto Bee* 4/29)

West Valley-Mission CCD

West Valley-Mission CCD

September 1991

As of the first day of classes August 26, headcount was up 6.5 percent, despite efforts to hold growth to 4 percent. Most general education and transfer classes were filled in July.

October 1992

Trustees imposed a hiring freeze in all classifications except for classroom faculty, as one way to deal with $1.6 million in budget cuts. The board cited personnel costs, 86 percent of their budget, as a growing problem, with Blue Shield rates increasing 22 percent since last year and Kaiser jumping 10.8 percent. Other factors include falling lottery revenues, cost-of-living increases and the unexpected hiring of an interim chancellor.

November 1993

The board voted down a motion to eliminate trustee health benefits, which cost the district $14,000 a year, but agreed to study the issue further. Only three of the nine trustees currently take advantage of the health benefits, which also extend to families. (*Saratoga News* 9/15)

June 1994

About $5.7 million will be trimmed from the 1994-95 operating budget, representing a 12.9 percent cut. The cuts are necessary because of higher health premiums, state cutbacks, dwindling district reserves, increases in active benefits and retirees' costs, and past deficit spending. The board has voted to begin negotiations to delete several full-time nonteaching positions. Negotiations are continuing regarding severance packages. About 37 full-time positions out of 650 will be eliminated. Programs to be eliminated include photography and journalism. (*Chancellor's Office report* 3/18, *San Jose Mercury News* 3/3, 4/25)

October 1994

The district will lease 60 acres of surplus land in three parcels near Mission College, adjacent to Highway 101, in the hope of generating $2 million per year. The district has also decided to create an "advancement" foundation with an executive director to raise funds for both colleges. An existing foundation, which concentrates on scholarships and an arts "Olympiad," will continue to operate. (Staff correspondence, 8/30)

January 1995

The district was forced to cut more than $5 million from its 1994-95 budget of $62 million. Factors prompting the reductions included the increasing cost of health premiums for staff and a decrease in college reserves. New funding sources are being sought through stepped efforts at grant-writing and increased fund-raising in the public and private sectors. The district formed a fund-raising foundation this fall, including participation from a former president and publisher of the *San Jose Mercury News*. District libraries have begun an "Adopt A Book" campaign. Library books and subscriptions average about $50 and any donation of that amount or more will result in the donor's name or business being inscribed in the volume. A donation of ore than $250 will get the donor's name engraved on a library plaque. (*West Valley-Mission Today*, fall issue)

May 1995

A movie theater complex with an adjoining shopping center is under consideration for construction by the developer who has leased a parcel of land west of Mission College which is not designated for academic use. The Mission-West Valley Educational Foundation, a nonprofit organization that oversees the leasing of the Mission land, entered into a long-term agreement with Interland Development Corp. in 1987 for development of a 24-acre parcel on the northwest corner of the campus. Other developers have shown interest in developing two other parcels. Since the first parcel was leased in 1987, the vacant land has generated about $5.4 million. This year the figure should be $2.8 million. The district has also formed the West Valley-Mission Advancement Foundation to coordinate fundraising efforts. (*West Valley-Mission Today*, Spring 1995, *Silicon Valley Business Journal* 5/7)

Mission College

June 1994

The college's increase in full-time students, up 14 percent from a year ago, is due to changes in the curriculum, according to the administrative dean of academic affairs. (*CCLC News* March/April)

January 1995

A shopping center and a golfing complex will be built soon on unused land west of the college. A long-term lease agreement with an independent contractor allows development of the 24-acre parcel adjacent Highway 101 on the northwest corner of the campus. Another 6.5-acre parcel, located near the college entrance, will also be leased in the near future. Since the larger parcel was first leased in 1987, the vacant land has generated about $6 million. (*West Valley-Mission Today*, fall 1994 issue)

West Valley College

April 1992

Currently running on a $500,000 deficit, with an 8 percent increase in headcount.

June 1994

The photography department will be eliminated. It has 275 students, but costly equipment. Two other programs, fashion merchandising and office administration, will be reorganized. (*San Jose Mercury News* 3/3)

September 1995

The board of trustees voted 5-1 to eliminate the photography and journalism programs after the 1995-96 academic year as part of a process to make $2 million in budget cuts across all segments of the college. Three programs previously dropped were real estate, fashion merchandising and office technology. (*Saratoga News* 5/24)

Yosemite CCD

Yosemite CCD

March 1993

The chancellor estimates that under the governor's budget proposal, Yosemite could suffer a cut of between $2 million and $5 million from its $52 million budget, depending on whether the state's half-cent sales tax is discontinued. Property tax shortfalls could cost the district another $800,000 from this year's budget. $500,000 was cut from this year's budget and 100 course sections eliminated. The district is also exploring early retirement options for faculty at Columbia College and Modesto Junior College. Of the 250 full-time faculty, 144 are 55 or older.

April 1993

The district is bracing for a potential $5 million budget cut next year. "Golden handshakes" and early retirements have been offered to 145 employees: 75 faculty members, 20 managers and 50 classified staff members. The target is to save $600,000. The board has approved an incentive plan for employees to take a 40 percent reduction in hours or unpaid leaves of up to two months. The district would continue to provide health, vacation and sick leave benefits. (Staff interview, *Modesto Bee* 3/23, 4/2)

May 1993

Modesto Junior College, Columbia College and the district office each made 8 percent budget cuts in their 1993-94 budgets. Most of the cuts were made in supplies, travel and student assistant accounts. (Staff interview 5/11)

June 1993

To deal with a budget shortfall of $1.95 million, the district canceled more than 100 spring courses; left positions unfilled; reduced expenditures for supplies, equipment and maintenance; and implemented voluntary reductions in workloads and voluntary unpaid leaves. The summer session at Columbia College has been canceled. The governor's proposed budget would mean cuts of $5 million. Thirty employees, out of 150 eligible, have accepted early retirement offers. Sixteen faculty, 11 classified staff and three administrators accepted the incentives. The district will save an estimated $600,000 by not filling the vacant positions. The district is planning 8 percent, or $3 million, in budget cuts which, so far, have not included layoffs. The summer session has been cut by a third. (*Modesto Bee* 5/15, 6/1)

September 1993

The district anticipated a $3 million shortfall when it adopted a tentative budget. After the state budget was passed, the district's shortfall estimate was revised to about $1.5 million. Even so, about 50 maintenance projects at Modesto Junior College and Columbia College will remain on hold until the district decides if it can afford to have the work done. (*Modesto Bee* 7/2)

November 1993

The district will place a priority on ethnic minorities when it goes out to hire more instructors next year. At least 15 new full-time faculty members will be needed to meet staffing levels required under law. Those positions remained vacant after the district offered early retirement incentives to employees last spring. Overall, ethnic minorities make up 7.5 percent, or 13 of 173, of Modesto Junior College's faculty. Minorities make up one-third of the MJC student population. (*The Modesto Bee* 10/5)

March 1994

The district braced for a state property tax shortfall sit had enough in reserve to cover the projected loss of $600,000, about 2 percent of the district's $36 million state allotment. The district had set aside $850,000 at the beginning of the academic year to prepare for the shortfall. State Chancellor's analysts have warned that quake-related property tax losses could mean a 4 percent cut, meaning a $1 million reduction to Yosemite. (*Modesto Bee* 2/10)

October 1994

The chancellor said money for instructional equipment has dropped dramatically this year. Instructors at Modesto Junior College and Columbia College have only $39,000 for classroom purchases, whereas a few years ago they would have received upward of $500,000. (*Modesto Bee* 8/13)

January 1995

The district's $37.2 in expenditures predicted for 1994-95 is more than $1 million less than the $38.1 in expenditures in 1991-92. The district is promoting commercial development on 81 acres of land on its West Campus to raise revenue for instructional programs. (*Modesto Bee* 12/4)

Columbia College

April 1992

Small Sonora college now inserts class schedules in local newspaper.

April 1993

A college council has proposed the elimination of the summer session in order to avoid cuts in the fall schedule. The college had 788 summer students in up to 40 courses in 1992. (*Modesto Bee* 3/13)

June 1993

Three off-campus summer courses which had been canceled because of budget cuts were reinstated after area high schools agreed to provide classroom space at no cost. Otherwise, the summer session has been canceled in order to channel resources into the fall semester, which attracts four times as many students. (*Modesto Bee* 5/15)

November 1993
The college has named its new athletic field after the parents of the man who donated the money to complete the facility. A $25,000 gift from a local resident allowed the field to be completed. (*Modesto Bee* 10/11)

March 1994
The college has experienced a 15 percent increase in headcount and administrators believe students who were driven away by higher fees last spring may be returning. (*Modesto Bee* 2/11)

June 1994
The food service director position has been eliminated and contracting options are being explored. The college is marketing its facilities as good locations for corporate conferences. (Staff interview 3/10)

August 1994
Rather than hire a replacement for its full-time athletic director/basketball coach, who took the team to the state championship last year, the college will hire an interim coach and not replace the AD position. (*Modesto Bee* 5/27)

October 1994
First-day headcount was down "slightly" from last fall, with about 3,000 students. (*Modesto Bee* 8/13)

January 1995
Headcount has held steady this semester at more than 2,400 students, but the college is conducting a survey in two local newspapers to help ensure it maintains that level by being responsive to community needs. The survey asks for suggestions for expansion or decreases in the types of courses and inquires about the respondents' receptiveness for taking courses on cable television. Three full-time instructors will be hired in the fall of 1995 to replace departed faculty and consolidate positions now being taught by part-time faculty. (*Union Democrat* 11/11, Staff interview 11/22)

March 1995
Columbia was the only college in the region to report an increase in enrollment in the spring semester. Head count was 2,289 on the first day, up 14 from a year ago. Total units enrolled was down .5 percent. (*Modesto Bee* 1/19)

September 1995
The faculty association has asked the district to reopen contract talks on salary and benefit issues for the 1995-96 year. The current contract expires in June of 1996. A "golden handshake" proposal calls for eligible faculty members to get the option of receiving two years of credit toward early retirement or $22,500 in cash. Faculty negotiators have also proposed a 20-hour weekly cap on classroom instruction. The average instructor now spends about 18 hours a week teaching. Last year, faculty received a 2 percent cost-of-living adjustment after having gone for three years without an increase. (*Modesto Bee* 6/1)

The college has shut down its 73-year-old student newspaper. A year ago, the full-time adviser's job was shifted to part-time and the newsroom was converted to a computer lab for use by the entire Language Arts Division. (*Modesto Bee* 7/14)

Modesto Junior College

September 1991
Autumn quarter attendance is 6 percent higher than last fall, but 11,000 names (out of a headcount of 15,000) are on waiting lists for classes. Eight hundred fifty students are registered, but without any classes.

April 1992
Ceased bulk mailing class schedules and is now insert course listing in 155,000 copies of the *Modesto Bee*.

June 1992
10,000 students were on class waiting lists in the spring semester. With the cancellation of classes at the nearby the California State University, up to 13,000 MJC students are expected to be on waiting lists in the fall. Students begin lining up one hour before an 8 a.m. lecture class in the 100-seat biology lecture hall because, routinely, 40 have to sit on the floor.

March 1993
MJC hopes to save $100,000 by moving staff to a four-day, 10-hour-a-day work week this summer. Staff members are studying the possibility of offering summer classes in just two campus buildings. MJC has also stopped using overnight mail.

April 1993
The district will charge the public full cost for summertime use of facilities, including gymnasiums and classrooms. (Staff interview 3/13)

May 1993
The Athletic Department must cut $35,500 from its $146,000 budget for 19 sports. Football and baseball boosters bring in the most in fundraising efforts, which have earned about $35,000 a year. The college is considering asking athletes to pay for shortages in the insurance fund, possibly $50 per student, per sport. (*Modesto Bee* 4/23)

June 1993
Twenty early retirements include two management positions. The tasks of the assistant dean of college services and the dean of business division will be absorbed by other departments. The college will reduce its summer session by a third. (*Modesto Bee* 5/15)

September 1993
Summer session course sections were reduced by 13 percent, but the number of students fell only 9 percent. Despite drawing 400 fewer students, general education courses were added for a summer student population of 3,726. Forty sections were closed before new students had a chance to register. MJC added 30 fall classes after the state budget was passed. Fall semester headcount dropped about 4 percent, with 14,350 students enrolled. The college is sponsoring legislation which would lift state-imposed deed restrictions on its West Campus tallow business ventures. The campus currently houses the farm laboratory. (*Modesto Bee* 6/23, 7/2, 7/31, 9/10)

November 1993
Contract education is being utilized more than ever by local business. Tri-Valley Growers has brought in MJC instructors to teach Spanish to supervisors who want to communicate with their non-English-speaking employees. The Campbell Soup plant offered a writing skills course for mid-level

managers. Proctor and Gamble brought in a MJC instructor to lead computer training. (*Modesto Bee* 10/25)

March 1994

The spring schedule of classes has advertising which announces, "No fee increase this semester!" In the spring, nine telecourses will be offered. (MJC schedule of classes) A deceased former instructor has left a $544,000 gift to the college, the bulk of which will be used for scholarships. The college accepted $80,000 in other estate gifts in the previous five months. (*Modesto Bee* 11/12)

Spring semester enrollment is 14,459, a 2.2 percent increase over last spring. The president said more students are taking heavier class loads. (*Modesto Bee* 2/11)

June 1994

Two deans have added the duties of other administrators who have resigned or retired. The director of the academic computing center will return to the classroom in the fall. The college is exploring the possibility of contracting out its food service operations. A walk-a-thon was held to benefit the foundation in support of project fund proposals. (Staff interview 3/10)

August 1994

To try an increase the number of students from low-income families, the college will use a Talent Search Program grant from the U.S.. Department of Education to initiate high school mentor, field trip and counseling activities. (*Modesto Bee* 6/2)

Within the next two years, Valley Commercial College will seek government recognition as a private junior college and then accreditation from the same regional agency that accredits MJC. The 400-student college has temporary approval toward two-year degrees and expects final approval shortly from the state Council for Private Post Secondary and Vocational Education. Valley Commercial compresses its two-year degree programs into 18 months and costs $8,500 per program. There is no charge for books and supplies. Enrollment costs at MJC are $780 for the 60 units required for graduation with an AA degree. (*Modesto Bee* 8/31)

October 1994

Though MJC has 13 new full-time faculty, staffing isn't at the level it was five years ago because some positions opened because of early retirements have not been filled. (*Modesto Bee* 8/13)

Second-week headcount was 13,700, 260 more students than in the fall of 1993. (*Modesto Bee* 9/5)

January 1995

A restructuring committee presented a proposal to the College Council which, in conjunction with the president, developed a plan which has been submitted to the chancellor for approval. It is designed to save about $16,000 annually. The plan includes not filling one vacant administrator position (director of administrative services), title changes and moving departments under different authority. (Staff interview 12/12)

More than 150 students and parents attended a three-hour conference to encourage local African-American students to enroll. (*Modesto Bee* 10/16)

An average of 90 to 100 students are signed up for each of 11 telecourses, offered on local public access television. (*Modesto Bee* 12/17)

March 1995

Over the past two years, the district has spent $160,000 to keep the college food services division afloat. Food services had $800,000 in sales last year, but needed a $70,000 bailout from the district. The district has considered the possibility of contracting for cafeteria operations, but the contract with the CSEA requires the union to approve such an arrangement. The only way the district could clear the union hurdle as a last resort would be to close the cafeteria for 39 months and reopen with a private firm. In January, food service employees were offered incentives to resign so they could be replaced with lower-paid, temporary, part-time workers, but none of the 12 accepted the offer. The district offered workers the opportunity for retraining by taking academic or vocational courses for free, but they could not guarantee them jobs at the college. Last year, one cafeteria management position was eliminated. (*Modesto Bee* 2/7)

First-day spring semester headcount was down by 185 students compared with opening day spring semester enrollment in 1994. The number of closed sections was down nearly 17 percent. (*Modesto Bee* 1/19)

May 1995

In the district, which includes Modesto Junior College and Columbia College, nine faculty members were among the top 25 salaries in 1992. The highest paid instructor earned $93,387. Eight instructors made the list in 1993 and 1994. Faculty salaries are being pushed up by "overload" pay—instructors taking on additional classroom time beyond the standard workload defined in union contracts. Observers say the list is an indicator of how reliant districts have become on existing faculty shouldering more than standard workloads, rather than hiring new instructors. About one-third of Yosemite's 254 full-time faculty teach overload classes. With overload pay included, the average Yosemite faculty salary was $44,142 in 1994, compared with $51,992 for administrators. The average MJC instructor spends 18 to 19 hours a week teaching. (*Modesto Bee* 3/20)

A district committee has concluded that $5.2 million in technological improvements is needed if Yosemite's two colleges are to compete successfully for students in the 21st century. (*Modesto Bee* 4/6)

September 1995

The college completed its third year of summer scheduling in which employees worked 10-hours Monday through Thursday and had Fridays off. The college estimates it saves $35,000 annually in utility costs. (Staff interview 6/1)

When the $4-per-semester student activity fee became optional this fall, the college expected revenue from this source to drop to $26,000. During the past year, the fee generated $130,000 for student government, which operates on a $180,000 budget. The fee was first imposed in spring 1990 to produce student photo identification cards and pay for activities. The fee had been mandatory until district officials discovered it wasn't legal after looking into the validity of a $2-per-semester materials fee they wanted to charge students to cover the cost of language arts division handouts. Students will continue to receive an ID card, but the college will pick up the cost of supplies and equipment to produce them, which this year came to $18,500. (*Modesto Bee* 6/6)

Yuba CCD

Yuba College

May 1991
Shortfall of up to $2.5 million, will close swimming pool for a year to save $123,000.

April 1992
Has cut classes, tutoring and counseling services by $1.5 million for 1991-92.

August 1992
Headcount expected to remain even at 10,500. A few courses have been cut and positions are not being refilled as they become vacant.

October 1992
Growing pressures of population and budget constraints are causing trustees to consider requesting that the county impose fees of up to $2,000 per new dwelling in Yuba County (which supplies half of the student population). Fall headcount expected to remain even at 10,500. A few courses have been cut and positions are not being refilled as they become vacant.

January 1993
The college's financial office estimates that the current year's $61 million budget will end up $88,265 short and next year's budget will have a deficit of $992,000. Students will now be charged $10 for processing refunds.

March 1993
There was a 9 percent drop in headcount in the spring semester, 60 percent attributed to an increase in fees for BA holders. Student housing fees may be increased. District-faculty negotiations began in March, influenced by $3 million in 1993-94 budget cuts readied in case the governor's proposed budget is adopted. One consideration for cuts is altering the district's health plan for classified staff.

April 1993
Tentative layoff notices were sent on March 13 to 15 full-time instructors and 250 fall course sections were cut to try and meet an expected $3.5 million budget shortfall. The faculty is considering a 2.5 percent pay cut, which could save the 15 positions. (*Sacramento Bee* 3/14)

May 1993
The trustees withdrew plans to lay off a dozen teachers and cut more than 250 classes after instructors agreed to a 2.5 percent pay reduction and a decrease in health benefits. On August 1, all full-time faculty will move one pay step back in their salary schedule and part-time schedules will be cut by 20 percent. The savings is expected to amount to about $1.2 million, but the governor's budget proposal would mean a $3.5 million reduction in the $25 million district budget. The remaining $2.3 million will be made up through cuts in miscellaneous expenditures, early retirements and cutbacks expected to result from bargaining with the classified staff union. The district has cut $2.5 million in the past two years. By eliminating music and physical education classes, the Colusa Center will lose six to eight of its 35 instructors. (*The Valley Voice* 3/31, *Colusa Sun Herald* 3/26, *Sacramento Bee* 3/26, staff interview 4/13)

September 1993

The trustees approved a budget nearly $3 million less than last year's. The college's 100-plus instructors agreed to forgo raises and take cheaper health insurance. The employee's union also agreed to freeze salaries of newer employees. Retirement incentives were offered to older staff members. (*Marysville Appeal-Democrat* 6/24)

November 1993

Headcount dropped from 9,700 in the last fall semester to 8,000 this year. The vice president for student services said the college was actually down about 20 percent by comparison with last fall, but enrollment was artificially high then because of an increase in the number of classes. The average age of a Yuba student is 30 and most take between six and 10 units. (*Appeal-Democrat* 9/7)

March 1994

Sixty-five members of the college symphony choir are selling $1 raffle tickets for a restored Ford Mustang coupe, hoping to raise up to $100,000 so they can travel to Cambridge University in England for a concert series. (*Marysville Appeal-Democrat* 2/22)

October 1994

Trustees rejected a tentative agreement worked out between the faculty bargaining unit and administrators. The board felt the proposed contract was to expensive in that it added three steps to the salary schedule, restored salary schedules to adjusted levels prior to last year's cuts, and offered raises for the 1995-96 and 1996-97 years. The trustees directed negotiators to continue talks. (*Marysville Appeal-Democrat* 7/8)